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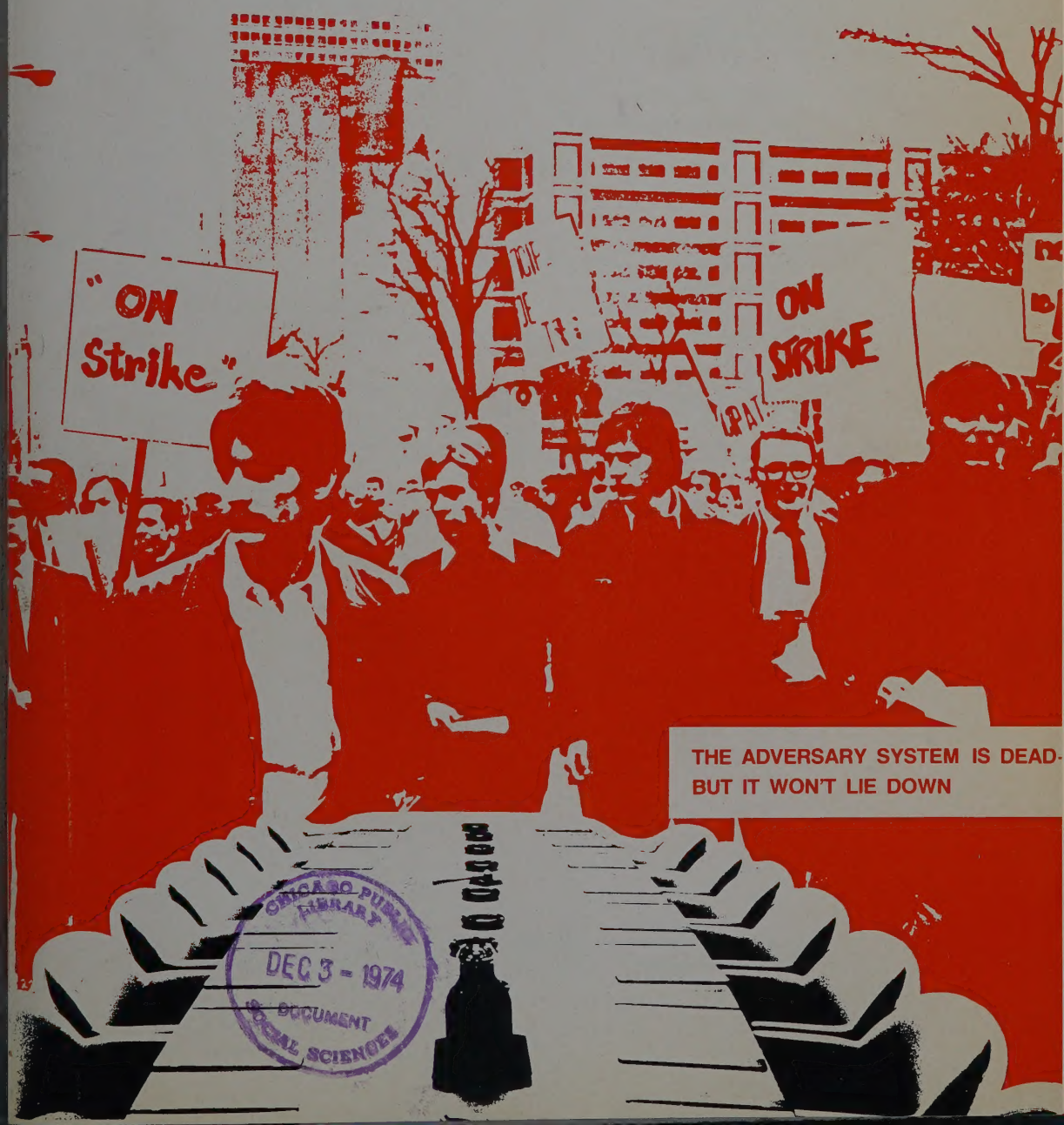

THE ADVERSARY SYSTEM IS DEAD-
BUT IT WON'T LIE DOWN

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Labour Canada Travail Canada

CANADA

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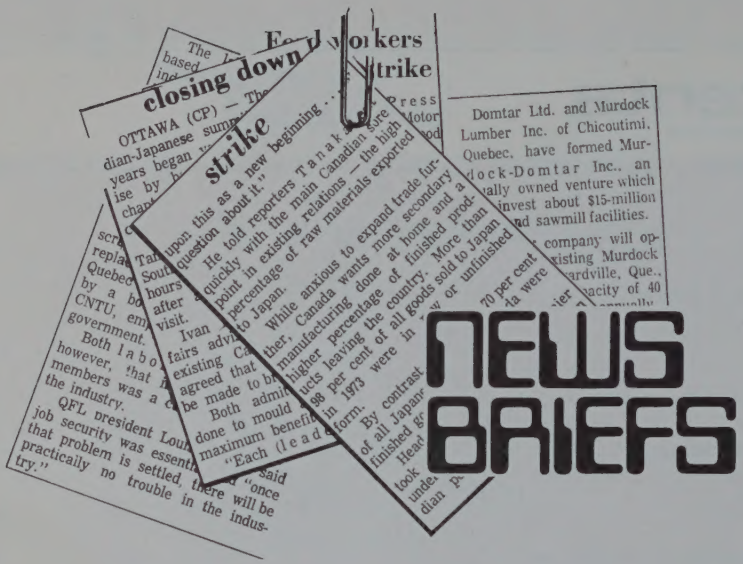
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NEWS BRIEFS

Salaries Soar

Given the current Dow Jones average, Ontario workers might stand a better chance of making money stocking, rather than stalking the market: grocery clerks filling the shelves of Steinberg's Ontario supermarkets will be paid $237.50 a week by next June.

The clerks were among 5,000 workers in the grocery chain's stores to receive raises of $46 a week over two years retroactive to June 23. A two-year contract between the store and the Canadian Food and Allied Workers union, ratified last July, gives full-time workers raises of $29 a week this year and $17 a week next June, a cost of living clause and the reduction of the workweek by one hour to 39. Part-time staff will be paid $1.15 an hour more by next year.

This means that full-time cashiers, meat wrappers, service clerks and porters will receive $210 a week by next June. The grocery clerks will be paid $237.50 a week, and meat cutters, who received a special adjustment of $4 in the first year of the contract, will end up with $256.50 by next June.

The cost of living formula, effective in the second year of the contract, states that if the cost of living increases 5 per cent or more between June 1974 and June 1975, full-time employees will be paid an additional $42 a quarter starting in September 1975 ($3.20 a week), and part-timers will get an extra 8 cents an hour.

First PS COLA Clause

An arbitration award has given about 680 federal information officers a cost of living adjustment in their new contract – the first time a COLA clause has been written into a public service agreement. According to the Public Service Alliance of Canada, bargaining agent for the employees, the award could have considerable impact on future negotiations between public servants and the federal Government.

An arbitration tribunal, under Chairman Owen Shime of Toronto, also provided the officers with pay increases totalling 15 per cent over a 27-month contract. Salaries were raised 9 per cent retroactive to September 24, 1973, and 3 per cent retroactive to April 1, 1974. They will be raised a further 3 per cent effective October 1; then on January 1, 1975, the information officers will receive a pay increase equal to the percentage rise in the Consumer Price Index for the 12-month period ending December 31, 1974. The contract expires December 23, 1975.

Union Recognition

A 10-year struggle by 20 Vancouver longshore foremen to be certified as part of a union local ended last June when the Canada Labour Relations Board granted them union recognition.

The foremen are employed by Vancouver Wharves Limited, and three times – in 1964, 1969, and 1973 – Local 514 of the International Longshoremen's and Warehousemen's Union applied for certification as their bargaining agent. (The local applied for 16 other certifications at the same time in 1973). The first two applications on behalf of the 20 foremen had

been unsuccessful as, under the old Canada Labour Code, the men were not eligible for union membership because of their supervisory capacity.

Changes in the Code, proclaimed in 1973, extended bargaining rights to supervisors as defined by their functions, not their titles, and the local reapplied that same year for certification under the new Code.

Counsel for the company argued that the foremen were management representatives and should be excluded from certification. After examining the foremen's jobs, however, the Board in its reasons for judgment ruled that "in the key and most important attributes of management – that is, the dismissing or promoting and demoting of employees – the supervisors have no great say.... On balance, the Board came to the conclusion that the jobs performed by these supervisors do not involve to any significant degree or extent the performance of management functions".

Brewery Workers Win

It was a replay of the David vs. Goliath scenario, complete with the same ending: the small International Union of United Brewery, Flour, Cereal, Soft Drink, and Distillery Workers of America took on one of the biggest United States international unions and won.

In two key decisions, rendered by the Alberta Board of Industrial Relations last May and by the Ontario Labour Relations Board about six weeks later, the 9,000 Canadian brewery workers successfully capped a six-month struggle against being swallowed up by the 2 million-member International Brotherhood of Teamsters, Chauffeurs, Warehousemen and Helpers of America.

The fight started last November when a majority of the delegates at a brewery workers' convention in Cincinnati voted to merge with the Teamsters. But 51 of 55 Canadian locals – along with some American locals – rejected the merger; in January, Canadian workers attending a special convention in Winnipeg voted to remain independent. The Teamsters countered by requesting court action in Alberta, Ontario and Quebec to have the merger enforced and end any brewery workers' claims to contracts, union funds and the union's name.

Both the Alberta and Ontario labour boards ruled that several sections of the Teamsters' merger document were unconstitutional and invalid. The Quebec labour board decision had not been rendered at press time, but the brewery workers consider the Ontario decision was a landmark, and coupled with the Alberta decision, makes the union stronger than ever, confirms the contracts held by the union, and assures the right of the union for continued existence and affiliation with the Canadian Labour Congress.

Building Disputes

This year has only been "an upsetting time" for construction industry labour disputes, with "intense and severe" negotiations slated to occur next year, according to the Chairman of the Canadian Construction Association.

Robert A. Bird of Toronto told a convention of the CCA in Vancouver last July that labour disputes in British Columbia, Saskatchewan and Quebec occurred in a collective bargaining off-year, and next year's labour troubles will be compounded by a manpower shortage. The strikes this year principally resulted from deadlocks between contractors and unions over cost of living adjustments.

Unions Grow

Statistics compiled by the federal Department of Labour show that union membership in Canada as of January 1973 totalled 2,556,236, an increase of 7.8 per cent from 1972. The 1973 figure represented 35.6 per cent of non-agricultural paid workers and 28.8 per cent of the total labour force; a year earlier these proportions were, respectively, 34.4 and 27.6 per cent.

Of all union members in Canada, 81 per cent were in unions affiliated with central labour organizations. Affiliates of the Canadian Labour Congress reported a membership of 1,847,064, representing 72.3 per cent of the Canadian total; Confederation of National Trade Union affiliates reported 164,492 members, or 6.4 per cent; le Centrale des syndicats démocratiques reported 41,000 members, or 1.6 per cent; and Confederation of Canadian Unions affiliates reported 17,455 members, representing 0.7 per cent. Unaffiliated unions, with a membership of 485,606, accounted for the other 19 per cent of total union membership in Canada.

The proportion of workers belonging to international unions in Canada was somewhat smaller than in the previous year. At the beginning of 1973, unions having their headquarters in the United States comprised 56.5 per cent of the total, compared with 59.6 per cent in 1972. Conversely, national unions made up 40.9 per cent of organized labour in 1973, compared with 37.7 per cent in 1972. The remaining 2.6 per cent (2.7 per cent in 1972) were members of local unions chartered directly by central labour bodies and independent local organizations.

At the beginning of 1973, 12 unions reported 50,000 or more members, compared with 10 unions in 1972. These 12, listed below, accounted for 42.4 per cent of the total 1973 union membership in Canada: United Steelworkers of America (AFL-CIO/CLC), 173,662; Canadian Union of Public Employees (CLC), 167,470; Public Service Alliance of Canada (CLC), 133,503; International Union, United Automobile, Aerospace and Agricultural Implement Workers of America (CLC), 107,266; Québec Teachers' Corporation (Ind.), 87,546; United Brotherhood of Carpenters and Joiners of America (AFL-CIO/CLC), 75,161; International Brotherhood of Teamsters, Chauffeurs, Warehousemen and Helpers of America (Ind.), 64,126; International Brotherhood of Electrical Workers (AFL-CIO/CLC), 59,700; Social Affairs Federation (CNTU), 58,378; International Woodworkers of America (AFL-CIO/CLC), 54,929; United Paperworkers International Union (AFL-CIO/CLC), 51,344; Canadian Food and Allied Workers, District 15 Council (AFL-CIO/CLC), 50,790.

Mid-management Blues

The business world is coming to recognize that middle management unhappiness has become a serious problem in many companies. A *Financial Times* survey of business opinion, conducted last June, has revealed that 29 per cent of the survey respondents completely agreed that corporations face serious problems with middle managers who feel squeezed between senior officials and the rank-and-file workers. A further 38 per cent partially agreed, and a total of 23 per cent disagreed partially or totally. The survey, conducted by the Daniel Starch (Canada) polling organization, covered 208 readers of *The Financial Times of Canada* and included 39 per cent in top management and 26 per cent in middle management. Manufacturers composed 26 per cent of the sample; service and distributors, 23 per cent; professionals, 17 per cent, and insurance and finance, 15 per cent.

For middle managers — workers above first-line supervisors and below senior executives, who lack both the organized clout of unionized workers and the prestige of their superiors — money is the main complaint. There is too small a gap between the salaries of middle managers and their subordinates, according to 88 per cent of those surveyed.

Other major reasons for discontent were salary increases that fail to match inflation, (90 per cent agreed), frustrated ambition (83 per cent), lack of job security, (60 per cent), too large a gap between middle managers' salaries and those of senior executives (66 per cent), and inadequate pensions (55 per cent).

How does middle management malaise manifest itself? According to the survey, 82 per cent of the respondents thought the discontent resulted in declining effectiveness. Declining personal initiative was pegged by 80 per cent, and high noted turnover or increased absenteeism were also cited.

New PSC Forms

Persons applying for employment with the federal public service will no longer be required to state their age, sex, or number of dependants, the Public Service Commission announced in July.

The PSC's new application forms have deleted all references to an applicant's age or sex, and even offer applicants a choice of title for correspondence: an applicant can choose to be addressed as Mr., Mrs., Miss, Ms., or merely by given name and surname.

Even in completing the application's section asking for a person's given name and initials, applicants can simply state last name and initials without revealing the given name.

AFL Proposals

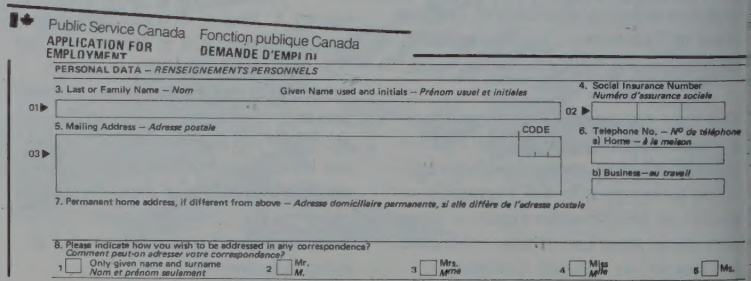
The Alberta Federation of Labour has questioned whether that province's Government is taking appropriate measures to ensure the availability of job opportunities for native peoples in remote Alberta areas.

In its annual brief to the Government, the AFL expressed concern that in projects such as the tar sands development, government and industry spokesmen lead the local natives to believe there will be massive employment opportunities. But when construction commences, the natives are told they do not possess the skills necessary to do the jobs. "In many cases," observed the brief, "trade unions are unjustly criticized for not accepting as members those people who are not qualified in a particular trade area."

The AFL believes that it is the responsibility of both industry and government to ensure the people indigenous to the developing area have access to training and upgrading so they may qualify for apprenticeship programs. The Federation itself assists native organizations in employment programs through such means as the Alberta Vocational Centre in Fort McMurray.

Construction Safety

Violators of the Ontario Construction Safety Act will be dealt with harshly if they don't learn the Act and obey it. That was the message from Keith


Public Service Canada — Fonction publique Canada
APPLICATION FOR EMPLOYMENT — DEMANDE D'EMPLOI
PERSONAL DATA – RENSEIGNEMENTS PERSONNELS
3. Last or Family Name – Nom
Given Name used and initials – Prénom usuel et initiales
4. Social Insurance Number – Numéro d'assurance sociale
01 ▶ 02 ▶
5. Mailing Address – Adresse postale
CODE
6. Telephone No. – Nº de téléphone
a) Home – à la maison
03 ▶
b) Business – au travail
7. Permanent home address, if different from above – Adresse domiciliaire permanente, si elle diffère de l'adresse postale
8. Please indicate how you wish to be addressed in any correspondence? Comment peut-on adresser votre correspondance?
1 ☐ Only given name and surname / Nom et prénom seulement
2 ☐ Mr. / M.
3 ☐ Mrs. / Mme
4 ☐ Miss / Mlle
5 ☐ Ms.

Cleverdon, Director of the Ontario Ministry of Labour's Construction Safety Branch.

In an interview with Peter Slee of *The Hamilton Spectator,* Cleverdon said contractors, foremen, and individual workers will be subject to inspections and liable for stiff fines if violations of the Act are discovered. Ministry officials are now making about 6,500 inspections a month across the province, and periodic blitzes — teams of inspectors investigating every construction project in a specific region — will be used to uncover violations.

Small fines of $100, which used to apply to contractors breaching the Act, are now being levied against individuals for such offences as not wearing hard hats or safety shoes while working on the job site. Contractors are being fined as much as $5,000, with additional fines being levied against individual foremen on the offending jobs. As of the end of July, about $41,000 in fines for construction safety offences had been assessed, compared with $39,500 levied for the whole of 1972, and $44,000 during 1973.

Scholarship Students

John Daniel Kennedy and Dan Morey attended the 1974 residential summer course of the Labour College of Canada (LG, June, p. 419) on federal Department of Labour scholarships. Kennedy, is a member of the Edmonton Local 9-666 of the Oil, Chemical and Atomic Workers International Union. Morey, who is from Montreal, belongs to the International Air Line Employees Association. The recipient of the third Department of Labour scholarship, William G. Foliot from Montreal, a member of Local 238 of the International Tobacco Workers Union, was absent when the above photograph was taken.

Winners Kennedy and Morey

Nurses' Pay Rises

An illegal strike by 10,000 Ontario registered nurses in 39 hospitals across the province was averted last July, less than a week before the walkout was scheduled to begin.

Negotiators for the Ontario Nurses Association and a committee of hospital administrators signed a contract giving the nurses an average pay increase of about 45 per cent over 18 months. Under terms of the agreement, the nurses' starting rate of $650 a month was increased to $800 retroactive to January 1; it will become $945 next April 1. Nurses with five years' experience will be paid $910 retroactive to January 1. Effective July 1, 1974, nurses with six years' experience received $1,020, and as of April 1, 1975, nurses with seven years' experience will receive the top salary of $1,145.

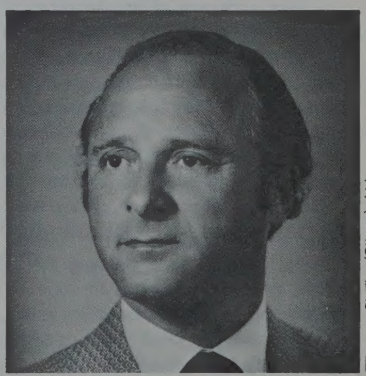
The contract settlement was helped a great deal by an arbitrator's award given three weeks earlier to nurses at the Ottawa Civic Hospital. It was a 19-month contract, raising starting salaries from $650 to $945 next April 1 in three stages. New salary rates for nurses with seven years' experience became $1,050 a month retroactive to January 1 and $1,145 a month by next April 1. ONA negotiators took this award to the negotiating table at their meetings with the hospital administrators.

According to the Financial Post, here's what Canada's nurses (new-experienced) earn a month:
British Columbia-$850-$1112, plus a cost of living allowance.
Alberta-$665-$830.
Saskatchewan-$707-$787.
Manitoba-$618-$775, plus a cost of living allowance of $25.
Ontario-$945-$1,145, by next April.
Quebec-$591-$952.
New Brunswick-$721-$837, by next October.
Nova Scotia-$651-$769.
Prince Edward Island-$699-$799 by next April.
Newfoundland-$621-$793.
Federal Government-nurses earn about $20 a month less than their provincial counterparts with the differential between the highest-and lowest-paid nurses about $1,800 a year.

New CLC Director

Charles Bauer became Public Relations Director of the Canadian Labour Congress on September 1. Bauer, who previously held the position of CLC assistant director of public relations, succeeded K.R. Robinson, who assumed the public relations directorship of the United Steelworkers of America.

Before coming to the CLC, Bauer had worked for the Canadian Union of Public Employees.



Thomas Studio (Ottawa) Ltd.

Bauer

American Labour Troubles

Any lingering hopes that America's unusually long era of labour peace might continue were dashed in July by an unprecedented outburst of strikes that interfered with everything from transit and hospitals to construction and copper mining.

The U.S. Federal Mediation and Conciliation Service (FMCS) reported 588 work stoppages involving more than 230,000 workers for the week ending July 15. It was the largest number of strikes since the agency started keeping weekly strike records 15 years ago. Last year at this time there were only 279 walkouts involving 70,000 workers.

The rising cost of living was behind the big wave of strikes that swept both the public and private sectors of the economy this past summer. Highlighting the militancy of inflation-angered union members are the latest figures on rejections of newly negotiated contracts. According to the FMCS, rank-and-file unionists have been turning down more than 12 per cent of all negotiated settlements, compared with 9.6 per cent in 1973, and have been sending contract committees back to the bargaining table with mandates to win bigger settlements.

Indicating the mood of the unions, Jerry Wurf, president of the American Federation of State, County and Municipal Employees (AFSCME), reportedly told newsmen that "the aroused labour movement is no longer willing to subsidize the nation through wage restraints and sacrifices." Labour has "a lot of catching up to do," he noted.

Unions are demanding wage increases of 10 per cent or more, claiming that workers need the increases to cope with inflation and to make up for limited raises granted when wage and price controls were in effect. The Nixon administration's controls program helped to curb price rises for a time, but living costs soared again as controls were eased in 1973 and then removed this spring. John Dunlop, who headed the controls program as head of the Cost of Living Council, predicted recently that inflation will continue to be a persistent problem through this decade.

If the present rate of "double digit" inflation continues, labour's economists warn, prices will double in about 5½ years. Richard Posten, research director for the AFL-CIO's Industrial Union Department reported recently in the IUD's quarterly, *Viewpoint*, that current "incredible" inflation rates "are dangerous for as long or as short a time as they are with us."

From 1958 to 1966, the average increase in consumer prices remained below 1.5 per cent a year. In 1968 the rate climbed above 4 per cent for the first time since the Korean War. There has not been a year since 1968 where consumer prices have increased by less than 3 per cent, according to Posten. And in the first three months of this year, he notes, "costs literally roared ahead at an annual rate of 14.5 per cent."

As of May this year, the real weekly take-home pay of workers was down 4.6 per cent from the previous year, and down nearly 7 per cent from October 1972. According to the AFL-CIO, May was "the fourteenth consecutive month in which real spendable earnings were below their year-earlier level." In the 12 months to June 30, 1974, hourly earnings of non-supervisory workers in the private non-farm sector rose 8.1 per cent while living costs climbed 10.7 per cent.

In addition to hefty wage increases, workers have been asking for inflation-proof contracts – agreements with cost of living escalator clauses designed to keep pay in line with price rises. Generally, this has meant a formula providing a raise of at least one cent an hour for every 0.3 point increase in the Consumer Price Index. Since the steel agreement of last April, union after union has demanded cost of living protection in new contracts.

An interesting feature of this year's labour unrest is the outburst of anger from government workers as the pressures of inflation collide with state and municipal budget ceilings. "Public employees are not strikers," says the AFSCME's Jerry Wurf, whose 700,000-member union claims to be growing at the rate of 1,000 new members a week. But public employees will no longer tolerate the type of moderate wage settlement that their leaders have been negotiating for them in recent years, he explains. Government employees have been growing increasingly militant during the past decade. In 1960 there were only 15 strikes involving 1,700 federal, state and municipal workers, compared with 375 strikes affecting 142,000 workers in 1972. In the first four weeks of July, the AFSCME alone was involved in more than 30 strikes.

For Wurf, the first step toward solving the problems of municipal workers is to develop a more rational system of budgeting and taxation. AFL-CIO President George Meany, who wholeheartedly agrees with Wurf on this point, has warned that state and local governments are going to have to reverse their budget process by first determining their financial needs and then raising taxes to cover costs. Under the current system, governments generally determine what their tax revenues will be and then allocate the money, with city workers often getting whatever is left after other expenses are met.

At the bargaining table, the AFSCME president sees the need to develop regional or even state-wide negotiations. With public employees currently totalling 14 million in the U.S., and with the number growing at the state and local levels at the rate of 6 per cent to 8 per cent a year, Wurf predicts that the current bargaining process will become even more chaotic. "It is time to begin pressing, and

pressing hard," he says, "for multi-employer bargaining on a regional or cross-jurisdictional basis."

Meanwhile the AFSCME's leaders are lobbying hard in Congress for legislation that would guarantee public workers (except policemen and firemen) the right to strike. Wurf argues that there are fewer strikes in states that have a rational and flexible bargaining system through which public employees can deal with local government.

Frenchwomen's Rights

France's President Valery Giscard d'Estaing has appointed journalist Francoise Giroud, 57, to the unprecedented Cabinet post of State Secretary for la Condition Feminine. The decree creating her office defined the job as "overseeing the integration of women into contemporary French society." Giroud, editor of the left-leaning weekly *l'Express,* has been an outspoken commentator on major issues facing France, many of them of particular interest to women – abortion, contraception, equal pay for equal work, day care, and so on. Commented the influential French daily *le Monde:* "If anyone knows the uncertainties of the position of French women, and struggled to overcome them, it is Francoise Giroud."

Giroud

At 16 Giroud became a film script girl, at 21 France's first female assistant director. During the German occupation, she was active in the Resistance and after the war helped to found the popular women's weekly *Elle* and later *l'Express,* for which she will continue to write.

At first, Giscard d'Estaing tried to downgrade the Cabinet post to the head of a women's affairs bureau, but he reconsidered when Giroud refused to accept such a position. Ultimately, says Giroud, the aim of any minister of women's affairs must be the elimination of any need for a special ministry for women. But that, she acknowledges, will take some time.

In fact, Giroud's mission is monumental. "Just to make a beginning," she says, "will take at least two years." Although women make up 40 per cent of France's labour force, their total income is only one quarter that of French men. Most continue to work in traditionally female occupations like teaching and nursing, or in unskilled factory, office and shopkeeping positions.

Giroud does not see herself as waging war on the manhood of France. Rather, she says, it will be a matter of persuading Frenchmen both inside and outside the Government that women have equal rights that must be respected. She's confident that she can do this, pointing out that Frenchmen have accepted proportionately more women into the higher levels of industry and the professions than their North American counterparts.

Giroud hopes to begin her campaign of persuasion not by demanding a sweeping declaration of women's rights, but by asking for inclusion of women in existing rights. She wants the word "sex" added to the law that prohibits discrimination on the grounds of race, colour or religion. In addition, Giroud hopes to upgrade the status of women by encouraging professional schools to open their doors to them. She has suggested appointing delegates to travel across the country and inspect the way women are treated on the job. Although equal pay is mandated under a 1972 law, many employers classify jobs in such a way that they pay a woman less than a man for doing essentially the same work.

Giroud wants to make it easier for women to enter the labour force. She recommends flexible working hours and part-time schedules so that women can better tend their families. She believes also that the Government should put a higher priority on day-care centres, and wants changes in such government practices as one that requires a husband to sign his wife's income tax return, thus letting him learn her income while keeping his own to himself if he so wishes.

New Measures in France

The reform-minded Government of French President Valery Giscard d'Estaing has pledged an "astounding" series of measures for a "more just society." The new social action program includes a two-pronged plan designed to bring immediate help to the least well-off and to start implementing strong measures on employment and industrial relations. The main emphasis will be on a substantial increase in the minimum monthly wage from the present $225 to $242 on the basis of a 43-hour week. At the same time, minimum old age pensions will move upwards and French family allowances will rise by 12.2 per cent.

Job security is currently a highly sensitive issue for the average Frenchman. The Government's proposals include tighter rules guaranteeing advance information to workers affected

by collective dismissals, continuation of salaries for one year, and various forms of improved unemployment assistance and job retraining. Young people just coming into the labour market will be offered special training if they are unable to find suitable positions. Their "right to a mistake" will be recognized and they can receive payment enabling them to abandon a first job in order to seek more satisfactory employment.

Another phase in the "social transformation" of France is the betterment of working conditions. The Government has indicated that it would like to limit piecework wage systems, reduce night occupations and gradually abolish assembly line work. Introduction of democracy in the workplace, which the Government deems its most difficult remaining task, is to be dealt with in a twin ordinance.

Rescue Effort Succeeds

The new management of the Lip watch factory at Besançon, France, (LG, April, p. 250) recently told the unions that the company was on the way to recovery. Of the 850 remaining Lip workers, 500 have already been re-employed while the remainder are being retrained with government help. The majority should be rehired by the end of the year, leaving about 150 to look elsewhere with the company's assurance that jobs will be found for them in the Besançon region at comparable wages.

Lip's original management felt that the company's operations were uneconomical and that redundancies were needed; workers then took over the factory to protect their jobs, and the French Government intervened. French unions, however, never considered worker control as practical, rejected a government rescue operation that would have guaranteed most of their jobs, and accepted an apparently less advantageous plan by a group of liberal-minded French businessmen. The decision to opt for a private rather than government rescue reportedly arose out of the stand taken by the Confédération Française Démocratique du Travail (CFDT), which preferred a professionally-managed rescue to a government-organized charity operation. On balance, the CFDT gamble seems to have paid off. Lip is back in business, sales have recovered, productivity has increased, and there are hopes of financially breaking even next year.

U.S. Noise Standards

The two U.S. government agencies concerned with factory noise standards – The Occupational Safety and Health Administration and the Environmental Protection Agency – have agreed on a new, more stringent regulation that, if it holds, may cost American industry $31 billion over the next three years. The proposed standard, to become effective January 1, 1978, sets 85 A-scale decibels as the maximum noise level a worker can be subjected to over an eight-hour day: the current standard is 90 dbA. The limit will not apply, however, to agricultural or construction workers.

According to *Business Week,* "the proposal is sure to be hotly contested," particularly by metal fabricators, who are among those who will have to spend the most to meet an 85-dbA standard. The magazine says that a study by consultants Bolt Beranek & Newman for the Occupational Safety and Health Administration put the industry's compliance costs over three years at $3.2 billion. Other industries that will have to spend heavily include machinery, textiles, furniture and food.

The BB&N study, said *Business Week,* "also shows that the proportion of workers exposed to more than 85-dbA exceeds 50 per cent in most manufacturing industries, and 70 per cent in many." If there were no further improvement by industry, BB&N says, 36 per cent of production workers "are likely by ages 55 to 59 to suffer greater than 25-db hearing loss." Although costs will be heavy, the BB&N report asserts that industry has or will have the technology it needs within three years.

Photothèque

Industrial Democracy for GB

Britain's Labour Party has introduced a revolutionary "Green Paper", called *The Community and the Company,* outlining the Party's proposals for industrial democracy. Beyond reconciling the rights of shareholders with the expanding range of responsibilities that companies owe their employees, consumers and society at large, the 29-page document recommends supervisory boards with 50 per cent *trade union participation* – rather than the more usual and more diffuse *worker participation.*

In this respect, commented *Industrial Relations Europe,* the Green Paper "departs substantially from Continental practice, particularly from the system evolved in Germany – which is considered the most advanced in Western Europe."

The Times commented editorially: "The Paper argues that worker-directors

should not be elected directly by the workforce on the absurd grounds that this might encourage management not to recognize unions."

Election would be to the top board of a two-tier board structure, with worker-directors present in larger numbers and wielding greater power than under the German system. "The whole scheme would depend upon the Board having effective joint control over certain matters of long-term policy," states the paper. "These must include at least the fundamental nature of the company's operations; serious changes, limitations or expansion of its operations, including the rundown or closure of parts of the enterprise; and association, actual or prospective, with other companies or enterprises at home and abroad."

"The danger of these proposals," said *The Times,* "is that, like the Industrial Relations Act, it will create animosity between one side of industry and the other, at a time when the need for constructive industrial partnership in the interests of the economy as a whole is paramount." However, the Labour Party document paints a brighter picture. "We do not think that worker-directors would fail to consider the efficiency and economic future of their enterprise, although they might put a different emphasis on what this meant."

Commented *Industrial Relations Europe:* "There is grave danger of legislative overkill here — for quite apart from the enormous complexity of electing worker-directors via union structures in multi-union companies, labour grossly underrates the power of union persuasion."

On the subject of works councils, the Green Paper notes that "introduction via company law of such organs of worker representation would, in the British context, be highly likely to infringe on the principle of single channel representation and encourage tension with established patterns of collective bargaining machinery."

Computer Typesetting

The International Typographical Union has concluded an extraordinary 10-year agreement with *The New York Times* and the *Daily News* allowing the two newspapers to move ahead unimpeded with automated typesetting. The contract, which expires on March 30, 1984, has been described by both sides as historic, signalling the end of years of resistance by the printers to the use of computers and electronic typesetting machines to replace their hand craft. In return, the printers have been given virtual lifetime job security, with bonuses and other incentives if they choose to retire or go into another line of work. The average age among the printers is 56. A $2,500 cash bonus will be given to those who choose to retire in the next six months, and there will be a paid six-month "productivity leave" or sabbatical for each printer during the 10-year life of the contract.

Average pay under the new agreement for a 34½-hour workweek is $302, representing a raise of about $40 a week. The contract calls for a 3 per cent increase each March 31 plus a cost of living adjustment based on local prices.

The agreement commits both sides to its terms until 1978. Thereafter until 1984, the publishers and the union can seek to change the formula for wage increases and cost of living adjustments. The union has the option of seeking a new contract in 1978 or 1981, but stands to lose much of its promised benefits if it does so. Unresolved issues are to be settled by a three-member panel of impartial arbitrators.

New ETUC Member

Italy's communist-led Confederazione Generale Italiana del Lavoro (CGIL) has been accepted into membership of the European Trade Union Confederation (ETUC). The CGIL thus becomes the first communist labour organization to be admitted to what up until now has been an affiliation of "free" European trade unions.

Some observers fear that the admission of the 2.5-million member CGIL to the ETUC will provide a platform for the Soviet Union to infiltrate the Western European trade union movement. Among those voting against admission were Germany's powerful Deutsche Gewerkschaftsbung (DGB) and France's Force Ouvrière, which is concerned that affiliation of the CGIL will be a signal for admission of its rival, the communist-led Confédération Générale du Travail (CGT) with a 2.25-million following. Both the CGIL and the CGT are loosely affiliated with the World Federation of Trade Unions.

Unions Get Go-ahead

South Africa's giant Anglo American Corporation, which employs about 250,000 blacks, is prepared to recognize and negotiate with African unions in all its enterprises. The company said it is prepared to give unions full recruiting rights in its mines and industrial plants and is ready to help with organizational and administrative training. Observers interpreted the move by the mining and industrial corporation as a significant advance for advocates of black trade union organizations in South Africa.

THE ADVERSARY SYSTEM IS DEAD— BUT IT WON'T LIE DOWN

by ED FINN

For the past 100 years, the institution of collective bargaining has survived many strains from within and without. Despite all the fears of (and hopes for) its impending demise, it remains the predominant method of regulating labour-management relations.

So durable has collective bargaining proved to be that it is regarded by many as virtually indestructible. Each new crisis that befalls it is viewed as a temporary ordeal from which it will emerge as robust as ever.

The latest troubles to afflict the bargaining process, however, are sufficiently different — and serious — to worry even its most optimistic adherents. This is a crisis born of failure — the failure of the adversary concept of labour relations, on which collective bargaining in Canada is based, to cope with new challenges and dimensions. It is the failure of a system to adapt. It is the failure of its practitioners to make it work. It is, essentially, a failure of belief and trust.

Collective bargaining has withstood its previous vicissitudes because the labour and management people who relied on it have proved, over and over again, that it is by far the best way of resolving industrial conflict. But that was yesterday. Today, many of these same people can no longer furnish that proof. Their own performance, in fact, belies it.

Prof. Laurence Kelly, Assistant Director of the Industrial Relations Centre at Queen's University, recently completed a study of the methods of settlement used in collective bargaining in Ontario between 1970 and 1973. Kelly found that, out of a total of 1,440 contracts, each of which covered 250 employees or more, 50 per cent of the settlements were reached through some form of conciliation of mediation, 5 per cent through arbitration, and 11 per cent through work stoppage. Only one third of the settlements were achieved in direct negotiations between unions and management.

These statistics reveal clearly that the ability of labour and management negotiators to settle their differences at the bargaining table — without resort to third-party help or intervention, and without resort to the ultimate weapons of strike and lockout — has been considerably eroded. There was a time, not so long ago, when conciliators and mediators were rarely required. Now their injection into contract negotiations has become more the rule than the exception.

"the conciliator will become a permanent crutch"

Their contribution to the maintenance of industrial peace should not be underestimated; but the mounting demands for their services denote a sickness in the collective bargaining system. There is something fundamentally wrong with the relationship between an employer and his employees when they cannot, without external aid, agree on the terms

for continuing their relationship. Once they close the channels of direct communication with each other, once they lose the basis of mutual self-interest that must underlie a durable settlement, once they come to rely on the mediative skills of an outsider, they will find it hard ever to regain the ability to reconcile their conflicting interests in face-to-face bargaining. The conciliator or mediator will become a permanent crutch they cannot do without.

Is this situation necessarily bad? Perhaps not in certain key industries and in the so-called "essential services." But there are relatively few first-class mediators in Canada — and there is no assurance that a really proficient one will always be available when needed. A union and employer who become dependent on mediative aid may not always be able to find it. They may, at times, have to be content with unqualified mediators, and with the unsatisfactory settlement terms they devise.

No matter how skilled a mediator or conciliator may be, he isn't likely to produce a settlement that would be as solid and durable as one reached by the parties in direct negotiations. Not knowing the industry, and lacking first-hand experience with the problems that gave rise to a dispute, he has a tendency to concentrate on the money issues, and to neglect the seemingly less important matters that in reality may be the most vexatious.

"mediators exploit, exaggerate and misrepresent"

Most mediators, being concerned about their "won and lost" record, often resort to questionable methods to extract concessions from the disputing parties. They exploit weaknesses in order to apply maximum pressure on the more vulnerable negotiators, exaggerate or understate key issues, and even misrepresent to each side the actual position of the other.

One prominent mediator recently admitted that he believes "all's fair in the quest for a settlement," and that he doesn't allow considerations of justice or fairness to enter into his mediative activities.

"My job as a mediator," he said, "is to get a settlement, not to dispense justice. When I act as an arbitrator, of course, it's a different matter. Then I can impose a settlement, so I can and do try to be absolutely fair and impartial. But when I mediate, I have no powers to force the parties to settle, so I have to play the role of con artist."

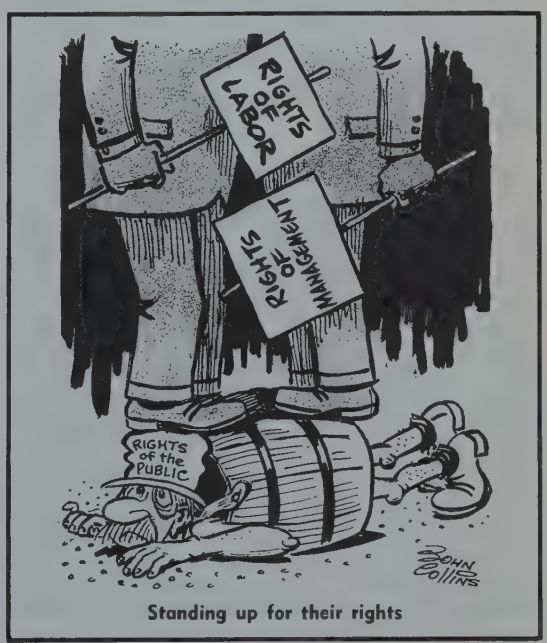
The element of manipulation, of not-so-gentle persuasion, that accompanies most mediated settlements thus tends to leave either management or union discontented. All too often, this discontent surfaces during the term of the agreement, and is reflected in a higher incidence of absenteeism, malingering, work slowdowns, and even wildcat strikes.

In cases in which a conciliator or arbitrator actually writes the settlement terms, he may have great difficulty setting them down in precise language. Take, for example, the arbitration award provided last January by Mr. Justice Emmett Hall as a "final" settlement of the 1973 railway strike.

The companies and unions had to go back to Hall for clarification of several clauses, and to seek new rulings on their intent. They wrangled over the meaning and implementation of the award for more than four months before they were able to translate it into a new workable agreement. That was late in May — 19 months after the negotiations started, and only four months before the unions were due to serve demands for the next round of bargaining.

"collective bargaining will end"

Few labour relations experts would agree that the ever-growing reliance on third-party intervention in collective bargaining is a sign that the institution is breaking down. But if it becomes obvious to politicians, the press and the public that most employers and unions can no longer settle their differences without outside help, further government intrusion into labour-management affairs will become a natural and legitimate development. The difference



Standing up for their rights

between mediated and arbitrated settlements will not seem nearly as great, in either practical or philosophical terms, as it appears today. And collective bargaining will end, "Not with a bang but a whimper."

It is disturbing to note from Kelly's study that 11 per cent of the settlements he analyzed were preceded by work stoppages. Although he confined his study to Ontario, the ratio of strikes to peaceful settlements on a country-wide basis has been increasing proportionately.

Even more disturbing is the trend toward strikes of longer duration, giving Canada a record of man-days lost through work stoppages exceeded only by a few European nations. This trend should not be exaggerated, since the man-days lost through illness, accidents — and particularly unemployment — are vastly more numerous. Nevertheless, the public resentment aroused by strikes cannot be lightly dismissed. Public opinion polls, letters-to-the-editor columns, and radio hot-line shows are all frightening barometers of the extent to which faith in the collective bargaining process has been eroded.

"public intolerance stems largely from ignorance"

Those who work in industrial relations know that the growing public intolerance of strikes stems largely from ignorance. They know that a certain number of strikes are unavoidable, and that perfection is no more attainable in the workplace than in any other sector of society. They know, too, that the alternatives to free collective bargaining advanced by labour relations illiterates are as impractical as they are incompatible with a democratic society, because they usually include some form of imposed settlement.

Even so, the anti-strike clamour, no matter how unjustified it may be, is bound to have its effect on governments if strikes come to be viewed as evidence that collective bargaining has failed, rather than as a normal and essential ingredient of the bargaining process.

Within the limits of the industrial relations community, the advocates of compulsory arbitration can be easily discredited, and their arguments effectively refuted. But, among the general public, their simple-minded call for strike bans and arbitrated settlements meets a much more sympathetic response. They may not be able to destroy collective bargaining on their own; but, if they continue to be supplied with ammunition by labour and company negotiators who can no longer negotiate, their attacks will become increasingly difficult to counter.

The responsibility for saving collective bargaining rests with its practitioners. The more often they fail to make it work, the more they undermine its value, and the more vulnerable they leave it to its enemies.

Some management spokesmen have given credence to the proponents of arbitration by proposing it themselves — not for their own industry, of course, but for the public sector. They try to differentiate between the employees of private industry and those who work for a government agency. This is a convenient distinction that enables them to urge the imposition of bargaining restrictions on certain groups — restrictions they would vigorously oppose if they were extended to their own area of labour relations.

Admittedly, public employees — especially those who provide essential services — are in a different category than workers in the private sector. Most industrial strikes today don't hurt the public unduly, but strikes that curtail or stop essential services certainly do. It follows that there is a need for a different kind of labour relations policy for public employees; but the only change business leaders seem to favour is that of withdrawing the right to strike. Which is like saying that one should allow steam to build up indefinitely in a boiler, but not provide an outlet for its release — other than to pass a law against exploding boilers!

Workers in essential services have the same need as their counterparts in the private sector for adequate wages and working conditions. If they are compelled, either by legislation or by their employers' autocratic approach to labour relations, to follow the same process of collective bargaining to achieve those benefits — in short, if they are forced to adopt the tactics of mutual coercion implicit in the adversary system — then there is no means by which they can be prevented from using their collective power as a last resort. When the pressure builds up to an intolerable level, they'll strike whether they have the legal right to do so or not.

What is needed in the public sector is not compulsory arbitration, but a system that would make strikes unnecessary rather than illegal. It would not take the form of plugging the employees' only outlet for venting discontent, but would take the positive approach of preventing discontent from arising. Essentially, of course, that means giving and maintaining high standards of employment benefits voluntarily, instead of making the workers fight for them.

"risking a charge of heresy"

Most discussions of labour-management conflict start from the premise that the adversary system is an indispensable component of collective bargaining — indeed, its very bedrock. Thus, all proposed remedies for the ills of collective bargaining either tinker with various aspects of the adversary concept, or treat it as an encumbrance that must be endured. But does the adversary system really provide an integral and essential basis for adjusting labour-management relations?

Merely to pose the question is to risk a charge of heresy; but perhaps the time has come to start thinking the unthinkable — to wonder if the adversary system has not become more of a hindrance than a help, an anachronistic approach that is both too crude and too inflexible to deal with the complexities of the modern workplace.

It may be instructive, before looking beyond the adversary system, to examine the major causes of collective bargaining breakdowns that may be traced wholly or in part to the increasingly belligerent stance taken by the parties.

"conjunctive and co-operative bargaining"

In their useful book, *Collective Bargaining,* Neil Chamberlain and J. W. Kuhn distinguish between what they call "conjuctive bargaining" and "co-operative bargaining." They point out that, in an industry where employees are unionized, "where collective bargaining is the prescribed system of industrial relations, neither company nor union alone has any functional significance; rather, they acquire significance only in relation to each other.

"This fact of mutual dependence cannot be overstressed, for it is perhaps the most fundamental aspect of modern industrial society. Its newness is indicated by the lack of an adequate terminology with which to discuss it. The term "collective bargaining" is most frequently used to mean any form of agreed-upon association between union and management, but such blanket use necessitates resorting to other terms if we wish to differentiate among kinds of association. To describe simply the relationship where union and management come to agreement through sheer functional necessity, let us use the term 'conjunctive bargaining'."

The authors go on to say that the principal ingredient of conjunctive bargaining is coercion. "With whatever coercive powers are at its disposal, each party wrests the maximum advantage possible, without much regard for the effect of this on the other."

Despite its limitations, conjunctive bargaining — or what, in Canada, is more commonly called the "adversary system" — has conferred obvious benefits. It has spurred management to devise more efficient and productive methods; it has protected workers against arbitrary managerial control, and given them a voice in some of the decisions that vitally affect their work lives; and it has benefited the public to the extent that the increased efficiencies adopted by management have been reflected in lower prices or a better quality of product.

But the main shortcoming of conjunctive bargaining, according to Chamberlain and Kuhn, is that "it provides no incentive to the parties to do more than carry out the minimum terms of the agreement that has temporarily resolved their divergent interests. The obligations that each has assumed to the other are fixed. For one party to co-operate more effectively with the other will not win it any further concessions, because concessions are predetermined. Conjunctive bargaining allows the minimum required co-operation of each with the other, which tends to become the maximum actual co-operation as well...And because of its emphasis on minimum obligation, conjunctive bargaining limits and restricts business performance."

The Chamberlain-Kuhn description of conjunctive bargaining applies to most of the relationships between companies and unions in this country at the present time. And most of the breakdowns at the bargaining table stem from the antagonism and distrust that this kind of relationship engenders.

The situation in Canada is worse than in most countries because of the legislative ban on strikes during the term of an agreement. Too many employers take advantage of that ban to exercise their so-called "residual rights" with impunity — or so they think. They feel free, once the contract is signed, to do anything the agreement does not specifically rule out, to alter working conditions unilaterally, regardless of the adverse effects on their employees.

"the residual rights doctrine has done a lot of damage"

Amendments to the federal and a few provincial labour codes in recent years give workers some protection from the impact of technological change, but otherwise leave the residual rights doctrine intact. This doctrine has done a lot of damage to collective bargaining in Canada, because it applies to the implementation of contract clauses as well as to non-contractual matter.

The employer can apply the contract terms as he interprets them, as part of the exercise of his "right to manage." The union's only recourse is to file a grievance. This often takes several months to process, and considerably longer if the complaint goes all the way to a three-man arbitration board. If, after long and costly hearings, the union's grievance is upheld, the only penalty imposed on the employer is the requirement that he right any wrong that may have been suffered by the grievors, such as reimbursing them for lost wages. The arbitration system for resolving mid-term disputes, therefore, contains no deterrent to harsh or unreasonable managerial actions.

Another depressing development of our system of arbitrating contract grievances is the excessive reliance on lawyers and judges. Because labour agreements are subject to so many challenges, they tend nowadays to be written in a legalistic jargon that is almost unintelligible to the average worker. Confusion over the language of a contract leads to more lawyers.

Prof. Helen LeBel of the Faculty of Law at the University of Montreal claims that lawyers "have made a mess of the arbitration system. All the legal wrangling and red tape have delayed arbitration cases intolerably, and drained the limited finances of union locals."

Prof. H. D. Woods, who chaired the federal government's task force on labour relations, said last year at a McGill University seminar that "it's no wonder unions are losing confidence in the grievance arbitration process. It simply isn't resolving contract disputes equitably and promptly."

Woods went so far as to say that the ban on strikes during the agreement should be lifted, arguing that this would not cause more strikes, but would most likely reduce their number. In his view, it would force the parties to work out more realistic dispute settlement methods. Knowing that the unions could strike at any time, he reasoned, management would behave itself, and refrain from running roughshod over its workers once an agreement was signed.

Although most company officials would strongly disagree with Woods on this point, they must admit that, when unresolved or delayed grievances pile up during the contract term, the resulting pent-up frustration can make negotiations over a new agreement much more difficult.

"an ugly and belligerent mood"

The urge to retaliate when it becomes legally possible to do so creates an ugly and belligerent mood. The employees are spoiling for a fight. They want to hit back at the company, and they'll find some pretext for doing so, even if it means presenting unreasonably large demands, or rejecting comparatively generous company offers. Managers who take unfair advantage of the residual rights doctrine, believing they can do so with impunity, are therefore deluding themselves. They can get away with it while the agreement is in force, but they only postpone the day of reckoning; and certainly the accumulation of grievances that results is a major cause of breakdowns in collective bargaining.

The enshrinement of the adversary system in labour relations has also created the equivalent of standing armies, with the negotiators on both sides of the table regarding themselves more as gladiators than as peacemakers. They are the military, and in that sense have a vested interest in war, not in peace. Just as the Pentagon and its generals thrive on the occasional outbreak of hostilities, so the collective bargaining combatants view the occasional strike as an unavoidable, if not desirable, part of their relationship.

A prominent vice-president of labour relations was recently overheard to say, with some relish, to a colleague: "If you don't have a strike every three or four years, you're not doing your job right." And some union leaders, too, although not welcoming a strike, enjoy the opportunity it gives them to play soldier — to move "troops" around, to try to outwit the "enemy," to devise strategy and countermeasures.

This is not to imply that the quasi-military leader is typical of either labour or management negotiators. But there is an aggressive instinct in most of them that often comes to the fore at the bargaining table — an instinct fostered by the adversary system. Obviously, when the atmosphere created is that of the battlefield rather than the peace table, the effect is not conducive to peaceful settlements. In that kind of climate, the concessions and compromises that are so necessary in reaching an accord are viewed as signs of weakness rather than generosity.

Unions and companies are handicapped by not having alternative teams of militarists and diplomats. When nations want to wage war, they use their generals; but when they want to make peace, they are represented by their statesmen. In most industries, the men who are sent in to arrange or renew "peace treaties" are the same ones who lead the respective sides in strikes and other forms of conflict. In some companies, the personality clashes and antagonisms that build up between the principals at the bargaining table constitute a big stumbling block on the road to a peaceful settlement.

Another growing problem is that many negotiators on both sides lack the skills required to deal with the ever-increasing complexities of collective bargaining. It's getting to be a specialized field, calling for high standards of expertise — especially if the final settlement is to be based on financial, economic and social realities, rather than on a trial by combat.

"covering up the negotiator's ineptitude"

It's comparatively easy for the parties to try to club each other into submission; it's not at all easy to tackle the issues in dispute between them and to try to resolve them through argument, persuasion, trade-offs, and the use of relevant facts and figures. That requires a certain level of knowledge and ability on both sides that is all too often missing. The resort to third parties — mediators, conciliators and arbitrators — and to strikes and lockouts is sometimes a way of covering up the negotiators' ineptitude. It gets them off the hook.

There seems to be a reluctance — more on the union than on the company side — to upgrade bargaining skills or to hire the outside technical experts that modern industrial relations often requires. That is seen by negotiators — mistakenly, of course — as an admission of their own shortcomings. It is significant that such experts are often

not brought in until the negotiations have broken down and it becomes necessary to present factual, logical, well documented briefs and arguments to a conciliation board or an arbitrator.

The growing isolation of many negotiators from their principals is another major factor imperilling collective bargaining. As negotiations become more complex, they become more difficult for union leaders to explain to their members, and, to a lesser extent perhaps, for company negotiators to explain to their top officers. This is a problem that often afflicts the practitioners on both sides of the bargaining table, regardless of their own bargaining skills. In fact, the more competent the negotiators are, and the easier it is for them to reach agreement between themselves — an agreement they know is the best that can be worked out — the more frustrating it is for them when they are unable to consummate it.

The test of an agreement is not whether it satisfies the negotiators, but whether it can be sold to the parties they represent. This is a bigger problem for unions than for employers.

"just an educated guess"

Most company negotiators are told fairly explicitly in advance how far they can go in making offers and concessions to the union. They can keep in close touch throughout the talks with the few company officers who hold the purse strings. The union representatives can't maintain that kind of liaison with their thousands of members, especially if they are widely dispersed. They may have a good idea what demands they can pare down and by how much, and what demands can safely be dropped altogether; but the composition of the minimum contract package needed for a majority ratification vote is often no better than an educated guess. A wrong guess means a rejection — not just of the package but, by implication, of the union negotiators as well.

The possibility of a negative vote by union members has an inhibiting effect on the company, too. No matter what happens after such a rejection — whether it leads to a reopening of negotiations, to a strike, to mediation or arbitration — the eventual settlement tends to be higher than the one initially agreed upon. What was management's "final offer" in the proposal put out to the members for ratification becomes, instead, the floor on which strike pressures or an outside arbitrator will build. Knowing or fearing this, company negotiators may naturally hold back their best offers in direct bargaining, making a voluntary agreement that much more unlikely.

This question of ratification votes has many ramifications. Most employers would like to have such votes eliminated, and admittedly there is a good case to be made for that point of view. The argument is that union leaders are elected for a certain term of office and that implicit in that mandate is trust in their abilities as bargaining agents. Just as the elected politicians in government are not obliged to submit every decision they make and every act they pass to their constituents for approval during their term of office, neither should the union leader be compelled to have his decisions at the bargaining table subjected to a referendum. If the members don't like the kind of settlements he makes on their behalf, so the argument goes, they can turn him out at the next convention.

If that argument were being debated on a theoretical or academic plane, it would be hard to refute. But the fact is that, in any democratic organization, it's the members who decide how much authority they give their elected leaders, and how much they retain for themselves. Most union members insist on having a final say on the acceptability of a proposed contract, and that practice has become so widely established that it is futile even to imagine its being abandoned. You just don't take away democratic rights that have become so entrenched they're taken for granted.

It is doubtful, in any case, whether the simple removal of ratification votes would solve the underlying problem. If the members didn't have a vote on a settlement, and if the majority of them weren't satisfied with it, they would find some way to express their displeasure. It could take the form of wildcats or slowdowns; or, they might wait patiently until the next round of bargaining, and replace their best negotiators with less qualified but much more aggressive representatives whose directive would be to make up for the settlement that was considered inferior the last time.

We must concede, however, that ratification votes are here to stay. The main cause of concern is not that the members have that final veto power, but that they are unable, in many cases, to exercise it wisely. The secrecy that is an essential ingredient of collective bargaining, coupled with the growing complexities of the process and the delays involved, denies to the members the knowledge and experience they need to judge whether the settlement put to them is the best that could have been achieved.

There is a feeling, too, that they have nothing to lose by turning it down. If the final settlement, however reached, is not higher, they are no worse off; and there may be some chance of getting a better deal if they demonstrate their dissatisfaction and militancy by a rejection. This kind of thinking, however, is not yet widely prevalent. Most union members don't vote "no" frivolously, especially if the outcome leads to a strike. In most cases, a rejection signifies a genuine dissatisfaction with the adequacy of a settlement, or with some part of it.

"an all-or-nothing proposition"

It may be possible, sometime in the future, to refine ratification votes. At present they are an all-or-nothing proposition. The ballot contains the proposals on all issues in dispute, covering all classes of employees in all locations.

Different workers may object to different parts of the package, depending on their age, their occupation and other factors. Or it could be that 90 per cent of them are satisfied with 90 per cent of the package, but will vote it down on the basis of one or two points they dislike.

There is no way of knowing, when the ballots come in for counting, why any particular member voted the way he did. There is no way the union leaders can determine effectively, if the majority voted for rejection, what specific parts of the agreement are unacceptable. They can often make pretty good guesses, particularly if their membership is fairly compact; but, in large and diffuse units, they often have no clear idea, and no guidelines if they have to go back to the bargaining table.

A possible refinement would be to have a ballot form that would enable each member to tick off his "yes" or "no" reaction to each item, and to assign a point value to each item. The wage increase, for example, could be valued at 10 points, the health and welfare plan 5 points, vacation 3 points, and so on, with a minimum number of positive points needed to signify acceptance of the agreement as a whole.

In other words, if the number of items on a ballot ticked "yes" produced, say, 40 points out of a possible 50, it would be considered the equivalent of an overall "yes" vote. In this way, members could express their displeasure over one or two aspects of an agreement without having to turn it down completely, and their specific concern over these few points would serve as a warning to the negotiators to do better on those particular items in the next round of bargaining.

There is little probability at this stage, however, that a more detailed ratification method will be adopted by any union. The big objection would be that it would enormously complicate the already difficult process of balloting and tabulation, and could cause a great deal of internal conflict over the way individual ballots are marked and interpreted.

We will have to continue to live with the uncertainties of the ratification vote as it now exists; and, of course, from a union standpoint, it cannot be viewed as an unmitigated evil. The fact that so many agreements turned down by the members are actually improved upon later indicates clearly enough that the first versions submitted to the members were not the best the employer could afford.

"the architects of their own troubles"

That, too, is an indictment of the bargaining process. The lesson it teaches union members is that most employers tend to set their offer ceilings considerably lower at the bargaining table, when there are no pressures exerted on them, than the actual levels they can afford if pushed sufficiently by strike threat or strike action — or by the rulings of an impartial arbitrator. So, employers who complain about ratification vote rejections are, in many cases, the architects of their own troubles in that area.

The deterrents thus far listed to the attainment of voluntary agreements have had two effects on the negotiators. One, already mentioned, is the tendency to give up any real effort to reach an accord at the bargaining table — to turn over the final resolution to an outside mediator or arbitrator, or to the trial by combat via the strike route, or to an eventual settlement imposed by government. The second effect, more subtle, but perhaps even more damaging in the long run, is the tendency to restrict the scope of bargainable issues.

"denying workers any constructive escape valve"

By confining the issues in dispute to the narrow range of wages and fringe benefits, both union and company officials believe they increase their chances of coming to an agreement. And no doubt they do. It is obvious that, the longer the list of basic demands, the more difficult it becomes to reach an overall accord. This reluctance to go beyond the bread-and-butter issues to deal with the quality of the working environment, the humanization of jobs — indeed, the whole question of industrial democracy — is understandable. But, although it may facilitate bargaining, it has the counterproductive effect of denying workers any constructive escape valve for their frustration over non-bargainable issues. If collective bargaining is not flexible enough to encompass and alleviate all sources of employee discontent, it will indeed become obsolete — and will deserve that fate.

Although most strikes are ostensibly disputes over wages, we are becoming aware that many of them are motivated as much, or more, by a deep dissatisfaction with the industrial system itself. Much has been written recently, and many studies have been undertaken, to expose the discontent of workers with the dehumanizing and stupefying nature of so many jobs in modern plants and offices.

There is nothing really new in this phenomenon. Most workers have always worked at jobs that are arduous, monotonous and often dangerous, and have always resented it. It is just that, in recent years, they have become less tolerant of such conditions — perhaps because of the rising levels of education among younger workers — and have begun to articulate their discontent more effectively. Their plight, now that they have been discovered by the sociologists, has attracted more attention.

As collective bargaining is now structured, it cannot deal with the psychological causes of conflict; and it certainly is not an instrument that can easily be used to challenge the

work ethic itself, or the primacy of managerial control. Where employees' grievances derive from their very status as employees in an essentially authoritarian system, a strike caused by deprivations cannot be resolved unless it is reduced to monetary terms.

As British labour relations specialist André Gorz has put it: "Workers insist on being paid as much as possible, not because they put wages above everything else, but because, trade union action being what it is at present, workers can fight the employer only for the price of their labour, not for control of the conditions and content of their work."

This virtual exclusion of important human and spiritual concerns from the collective bargaining process inevitably generates discontent for which there exists no safety valve, in the collective sense, other than the strike or one of its variations, such as the work slowdown. Individually, of course, there are numerous reactions: among them, absenteeism, alcoholism, malingering, job-hopping, poor workmanship, and even outright sabotage. These are all factors that curtail production considerably — perhaps, taken together, to a far greater extent than do strikes. It is a serious misconception to believe that, because a worker is forced to treat his labour as a commodity, he also expects himself as a person to be treated as a commodity. Neither does it follow that he will be prepared to put up with anything if the wage level is high enough. He will find ways of expressing his dissatisfaction, either collectively or individually. And if legal restrictions are placed on his collective freedom to act through his union, he will resort either to illegal collective acts or to individual and personal methods of retaliation.

The more we examine and discuss these various ills besetting our collective bargaining system today, the more remote the prospects appear for devising effective remedies. Many groups, individuals and governments have attempted to tinker with one or more of these problems, but without notable success. Others take the Pollyanna attitude that it's still the best system we've got, despite its defects, so let's try to live with it.

"challenge the sacred cow"

But there is another approach: challenge the sacred cow of the adversary system. For the one salient fact about the troubles collective bargaining has been experiencing of late is that they all have one thing in common: they all stem from the adversary nature of the system as we have practised it.

To get back to the Chamberlain-Kuhn terminology, these troubles reflect the disadvantages of conjunctive bargaining, and the answer is not to let collective bargaining die, not to abandon it as an obsolete tool, not to replace it with arbitration — but to move it beyond its adversary stage to co-operative bargaining. If we could eliminate the adversary concept that underpins our present approach to collective bargaining, we would at the same time eliminate most of the antagonism and distrust that spawn the problems we're so concerned about.

A tremendously big "if." A century-old tradition is not going to be changed overnight. But a good beginning can be made if both union and company officials will look at the option of co-operative bargaining with open minds.

"bargaining based on mutual gain"

Chamberlain and Kuhn, in their discourse on co-operative bargaining, emphasize that it cannot be based on altruism or adherence to the golden rule, but must, if it is to be effective, be based on the expectation of mutual gain. They continue:

"The basis for co-operative bargaining is the fact that each party is dependent on the other and, as a matter of fact, can achieve its objectives more effectively if it wins the support of the other. This means that, when one party is seeking a change, the better to secure some objective, it is more likely to succeed in its design if it anticipates what objections may be raised by the other party, on whose co-operation in the matter the degree of its own success depends. For such objections raise issues of divergent interests, and unless these are resolved, it will prove impossible to define an area of common interest in which co-operation can be established. In order to win the necessary co-operation, the initiating party may have to make concessions — greater, perhaps, than it considers 'fair' or 'just', and despite the fact that such concessions may be unnecessary as a matter of traditional authority. They are made because, on their granting, a joint effort is forthcoming which produces a greater advantage to the initiating party than would have been possible without them.

"The distinction between the divergent interests and the common interests of unions and management may appear to be a simple one, but it is actually quite subtle. Where interests are accepted as common rather than divergent, the notion that the agreement sums up what had to be given up on the one hand, or all that could be gained on the other hand, fades; the parties approach bargaining with the realization that the better the performance of each, the better the joint performance. Further, each understands that the better the joint performance, the greater the advantage for both."

Chamberlain and Kuhn concede that there is, as they put it, "a prevalent fear on the part of management, union and employees that the potential benefits of co-operative bargaining are outweighed by its potential dangers . . . What are these dangers? For managers, it is a loss of their prerogatives; for union leaders, it is a loss of function, rendering their role and office unnecessary; for employees, it is a

fear of insecurity and job loss caused by improved efficiency."

Let's examine these fears in inverse order. It is natural for union members to fear that their union, if it accepts co-operative bargaining, will become little more than an adjunct of management, stressing efficiency and greater productivity to the detriment of the workers. Indeed, the experience of the United Mine Workers and a few other unions that co-operated in modernizing their industries did in fact result in layoffs and job reductions.

But, basically, the members need have no such fear if they retain democratic control over their unions, because they will retain the deciding vote on new changes and proposals. Their fear really emanates from their concept of the employer as their enemy — a concept that is shaped by the adversary system. Because they don't trust the boss, they don't trust any of their leaders who seem inclined to trust him. The only one who can change that concept is the boss himself, by the way he treats his employees; and he can only do that within the framework of co-operative bargaining.

"no place for a union"

A much more formidable barrier is the fear of union leaders that the more successful co-operative bargaining becomes, the more their own functions and importance will decline. To quote Chamberlain and Kuhn once again, "This threat is premised on a widely circulated belief that if management understood the worker and satisfied his needs, there would be no place for a union. If co-operative bargaining can be made to work, creating a spirit of common interest between worker and company in important areas, will this not rob union members of their militancy, and even their desire to maintain a separate organization responsive to their peculiar interests?"

This is a fear that cannot be easily allayed. There may well be some managers who would try to use co-operative bargaining as a lever to pry unions out of their industry by undermining their functions and questioning their continued need. Even under the best kind of relationship, however, there will always be divergent and even conflicting interests between employers and employees. Co-operative bargaining is needed to reconcile those conflicts, and indeed, co-operative bargaining could not succeed unless the employees were convinced that their special interests were being fully promoted and protected. This conviction could not be sustained unless the workers were represented by organizations that, because they were independent, would be able to present the workers' case effectively at the bargaining table. The element of bargaining power would not be ruled out by co-operative bargaining; its coercive expression would merely be reduced and redirected; and organization would therefore remain essential to such power.

Finally, we come to what is by far the most formidable barrier to co-operative bargaining; the opposition of so many employers to giving unions what amounts to a "co-management" status, thereby diluting the powers of owners and the rights of property. Management argues that recognizing a union's interests in production problems, for example, would simply widen the union's area of control within the company, leaving management without its highly prized right to make the decisions necessary for the long-term welfare of the company. Seen from this angle, co-operative bargaining thus carries an implicit threat to the structure of authority within the enterprise.

David Jenkins, author of *Job Power,* says that the biggest deterrent to industrial democracy in North America is the accepted pattern of intra-company power, which is so much more deeply entrenched here than in most European countries. "The revered ideology of free enterprise," he writes, "rewards the successful man not only with material gain but also with power over those below him. Managers who have been trained to believe that power over people is one of the perquisites of success are, understandably, not especially enthusiastic about democracy in the workplace."

Care should be taken not to use the term "co-operative bargaining" and "industrial democracy" interchangeably, because the latter is perhaps the next evolutionary stage that may follow co-operative bargaining. But it is certainly necessary for employers and managers to be willing to surrender some of their cherished prerogatives and moderate their authoritarian policies if co-operative bargaining is to be given a fair trial. The era of the master-servant relationship in industry is dying, anyway, so it's only a question of whether management is going to co-operate in substituting a more democratic system or whether they are going to have it imposed on them — either by workers' revolts or by government statute.

Meanwhile, the initiative toward co-operative bargaining must come from the employers. It is management, right now, that controls the means of production, provides the workplace, establishes the work rules, and appoints the supervisory personnel to enforce those rules. Unions essentially can only react to managerial initiatives in these areas.

"operating on Theory X"

It is the labour relations policy of an employer that determines the morale of workers and shapes their bargaining objectives. Most employers, unfortunately, still operate on what sociologist Douglas McGregor calls "Theory X" — the view that all workers are inherently lazy and unintelligent, that they must be pressured into working and be closely supervised. Says McGregor: "So long as the assumptions of Theory X continue to influence managerial strategy, we will fail to discover, let alone utilize, the potentialities of the

average working man." He might have added that, without a change in this prevalent management thinking, the adversary system of labour relations and all the conflict, waste and inefficiency it generates will never be displaced by co-operative bargaining.

In his book, Jenkins describes some of the experiments taking place in Europe, where employers have done way with punch clocks, with foremen, with rigid shift schedules, and with most of the other trappings of regimentation in the plant — including the assembly line.

Workers have been trained to perform a variety of tasks, and allowed to plan, assign and schedule work themselves. In practically all of these experiments, the changes have been a greater boon for management than for the workers, resulting in both increased production and profits. As Jenkins states it: "When a company succeeds in putting its employees' intelligence and creativity to work, profitability is increased. Workers have responded enthusiastically to the challenge of greater freedom and responsibility, and often develop greater involvement in company matters remote from their particular jobs."

"productivity is less than 50 per cent of human potential"

Claude Gareau, a management consultant with the firm of P.S. Ross & Partners, wrote an article a few years ago that gets to the root of this whole question. "The potentially greatest single source of productivity," he wrote, "is the human will to work, and the capacity of people to work well together to solve problems collectively. The present level of productivity in Canadian and U.S. companies is assessed at less than 50 per cent of human potential. Yet, actual case histories and experiments with cohesive work groups clearly demonstrate phenomenal productivity gains, some in the order of 100 per cent or more.

"There is growing evidence that the basic unit of production is neither the machine nor the worker, but the work group. . . In consequence, the greatest gains in productivity come, not from individuals working harder or smarter, but from integrating their work more effectively as a group... This requires an atmosphere in the workplace of mutual trust, confidence and respect. Human need for belonging in a group engaged in meaningful work is a very powerful motivator. Participation of this kind helps them to become responsible industrial citizens, rather than non-responsible cogs in the machine.

"Effective participation in management is brought about by the creation and maintenance of a company philosophy that clearly recognizes equal concern for the human as for the technical needs of the enterprise — and is demonstrated day to day in the deeds of management, as opposed to words."

The chief reason Japanese workers are measurably more productive than workers in North America is not because they are paid less. It is because Japanese employers, when they hire a man accept full responsibility for him as a human being — responsibility not only for compensating him for his labour, but also for fulfilling his needs as a human being. This leads to a sort of corporate welfare state that it would not be feasible to imitate in this country. But, within the Japanese cultural and social system, it has the effect of binding workers closely to their employer, giving them almost a family relationship, and a sense of belonging that North American workers do not experience.

In our society, we have gone to the other extreme. We have reduced all forms of motivation to a pecuniary accounting. Most of our employers make it clear, when they hire a man, that it is not the man they want, but rather the function he performs. If a man's skill is not needed, the man himself is not needed. As soon as a man's function can be performed more economically by a machine, he is summarily replaced. One consequence is that a major portion of each individual's talents cannot be utilized on the job. Vast parts of his personality must be repressed in the course of playing his role in industrial society. As someone has said, "Within every worker there exists a human being trying to get out."

The adversary system and its attendant ills are the product of this negative approach to labour relations. The only encouraging sign is that at least a few management people are beginning to realize how sterile and self-defeating the adversary system is. *The Financial Times* may have been reflecting the first faint ripples of a trend away from conjunctive bargaining when it stated editorially that "The only final answer to labour troubles is better management. That means more consistent concern and more sympathetic understanding. It means, ultimately, treating employees not as adversaries but as partners in the enterprise."

Sir Frederick Hooper, Managing Director of the Schweppes Group, put it this way: "Even if it were desirable, the time is no longer opportune for management to insist on blind and mechanical obedience. Recent generations of workers believe they have the right to question what the boss tells them, and to make up their minds for themselves. Successful management now has no place for the despot — not even for the benevolent despot. This does not mean that management must abdicate its function of managing; but it does mean that management can manage only with the good will of labour."

When managers blame unions for standing in the way of change, what they are really objecting to these days is the challenging task confronting all democratic governments — that of having to win the consent of the governed. We are still a long way from the stage where the workplace in Canada can be considered in parliamentary terms, but there is an analogy. If management represents the government of industry, the unions represent the more or less "loyal opposition."

It would be as absurd in industry as in politics to assume that the opposition has the same responsibility and power as does the government in the conduct of affairs. The opposition can only react to government initiative — criticizing and, if necessary, opposing the measures that the government introduces. To quote Allan Flanders, the well-known British labour relations expert, "Unions cannot turn bad management into good management, even if they want to; management, on the other hand, tends to get the unions it deserves."

A recent dramatic and well-publicized example of how management initiative can transform labour conflict into industrial harmony has been provided by the President of Carling O'Keefe Breweries, Wilmat Tennyson. *The Labour Gazette, The Financial Post, The Globe and Mail,* and other publications have all carried stories on Tennyson and his conversion of the Carling O'Keefe firm into a virtual industrial relations Utopia.

Tennyson did it, basically, by abandoning the adversary system — by making the security, dignity and protection of his employees a top priority. He gave them full job security, removed all time clocks, streamlined the grievance procedure, and instituted many improvements — including the phasing-out of foremen — without waiting to be coerced into them at the bargaining table.

The results in terms of employee morale and productivity have been spectacular. Employees now identify with the company and its product, and take pride in their work. One employee who joined Carling O'Keefe after working in a steel plant is quoted as saying that "What we've got here is a kind of company-labour movement. The change that's taken place is just unreal. Everyone is working for a common cause."

Initially, Tennyson's new philosophy and approach aroused skepticism and some foot-dragging by the Brewery Workers' Union leaders, who feared his real motive was to undermine the union. But he was able to convince them of his sincerity; in fact, the role of the union has been strengthened and enhanced.

Tennyson has obviously gone several steps beyond the co-operative bargaining concept to introduce industrial democracy into his firm, but co-operative bargaining is one of the innovations he brought in. The latest negotiations were preceded by a full disclosure of the company's profit picture, and were conducted in a climate of mutual trust and harmony.

Carling O'Keefe's is not necessarily the model for co-operative bargaining; but it is clear that what Tennyson has been able to achieve in doing away with the adversary system is possible for other employers to emulate. Not only possible, but urgently desirable. In any examination of the alternatives to the adversary system, management should keep these four main points in mind:

First, the collective bargaining system is in trouble because the adversary concept on which it is based is producing more conflict and hostility than our increasingly interdependent society can tolerate, particularly in the public sector.

Second, any attempt to suppress or eliminate strikes and other forms of labour unrest by legislation or by the use of force will aggravate conflict rather than reduce it.

Third, there is only one way to restore labour peace, and that is by replacing the antiquated, inappropriate, divisive, wasteful and obsolescent adversary system with the more constructive and mutually beneficial system of co-operative bargaining.

Fourth, the responsibility for making the change to co-operative bargaining rests primarily with management.

"employers have the power"

The last point is the one that should be emphasized most. What it says, in effect, is that neither unions nor legislators — nor, for that matter, the public — have the freedom to do away with the adversary system in labour relations. All they can do is tinker with its various problems and deficiencies. Only employers have it in their power to usher in a new era of industrial harmony and good will. Only management can exercise the needed initiatives.

So the decision belongs to the managers. They can continue to complain about strikes, interrupted services and lost production. They can continue to demand more restrictions on the employees' right to strike. They can continue to blame "union irresponsibility" and "government ineptitude" for all the labour troubles that occur.

Or they can frankly admit that their own authoritarian, dehumanized labour relations policies are at the root of the problem, and take positive steps to reform them.

Any management in any firm, if it really wants to do so, and if it is prepared to sacrifice some of its cherished beliefs and prerogatives, can move fairly rapidly from the adversary system to the co-operative bargaining system. It may not be easy. There may be some initial union skepticism and resistance to be overcome. But it is certainly not a task that is beyond the ability of most employers and managers if they choose to accept the challenge.

(Ed Finn is Publications and Information Director of the Canadian Brotherhood of Railway, Transport and General Workers. He has also been Labour Columnist for *The Toronto Star* since 1968.)

ONE MAN'S PLEA FOR SOCIAL JUSTICE

"The poor are a burden on the rest of society. Because of the burden of the poor, the middle class bears a crushing tax load. Transfer payments are the cause of rising prices and taxes. People are poor because they don't or won't work. We are solving the problem of poverty through economic growth, with the fruits of that growth going disproportionately to the poor."

Chances are that thoughts and sentiments much like these have crossed our minds at one time or another. But they are myths and prejudices — part of a backlash protecting the rich — turning the average Canadian against the poor, according to Michael Bradfield, an economics teacher at Dalhousie University. Writing in the July-August issue of *Canadian Welfare,* Bradfield asserts that the situation of the poor will not improve in the near future "because there is a growing campaign, led by various vested interests, — such as the Canadian Chamber of Commerce — to use the poor as a scapegoat, blaming them for Canada's economic problems. If successful, the campaign will create antagonism against the poor, and will lead to a loss of political support for them. This will mean a loss of enthusiasm for attempts to change the economic and taxation systems in any meaningful way."

Who pays for social assistance? Not the middle class, because the poor are paying their own way; in fact, contends Bradfield, "if the middle class is over-taxed, it is because the rich and big corporations avoid paying taxes. For instance, in 1969, 25 per cent of Canadians had incomes below $4,000 a year. This bottom quarter received $1.9 billion in assistance from the government. At the same time, this group paid almost the same amount in taxes. That same year, the group paying the highest proportion of its income for taxes was the poorest of the poor — the 12.5 per cent of families earning less than $2,000 a year. These people paid almost half of their incomes for taxes of all kinds. On the other hand, the top 10 per cent paid only 40 per cent of their incomes to the government. The people in the middle? They paid slightly less than those on top." In other words, for the poor to lose 50 per cent of their meagre incomes in taxes is a greater burden for them than for the rich to pay out 40 per cent of their generous incomes. You don't eat too well on $1,000 a year.

In the Canadian Chamber of Commerce's recent brief to the federal Government (LG, May, p. 351), it was claimed that social assistance is driving prices and taxes up, stated Bradfield. But the poor are not responsible for rising costs, because they buy only 4 per cent of Canada's gross national product, meaning their economic spending does not affect the demand for or cost of goods. Of greater importance, in Bradfield's opinion, is the implication that increases in government assistance automatically go to the poor. When it was learned earlier this year that the single biggest increase in federal spending estimates was for the Department of Health and Welfare's family allowance payments, it was not explained that 75 to 80 per cent of these payments go to the non-poor. "Yet it is this increase in spending which will be used to keep the Government from giving more assistance directly to the poor," predicted Bradfield.

The Chamber of Commerce brief also implied that the poor neither work nor are productive, he continued. This reinforces the myth that the poor do not work; yet 66 to 75 per cent of the heads of families do work, but at jobs that do not even provide a poverty level of income. Of the non-working poor, the bulk cannot work because of age, disability or family situation.

"The poor are poor, not because they won't work for the system, but because the system won't work for them," Bradfield observed. "Statements like that of the Canadian Chamber of Commerce simply add to the prejudice against the poor and support the status quo, which is responsible for the plight of the poor in the first place. The Chamber is perhaps unwittingly protecting the interests of the wealthy few by statements that create tensions between the average Canadian and those less fortunate."

PROBLEMS IN THE WORKPLACE — IS THERE A SOLUTION?

by DONALD MONTGOMERY

Declining productivity and the added costs of employee turnover, absenteeism, interior service and low employee morale are causing concern everywhere. The situation has prompted management to seek new ways of overcoming production problems with a minimum of change in the present system. One solution being tried by a number of companies is to offer employees a 3- or 4-day workweek, the rationale being that fewer days (but not necessarily fewer hours) on the job will make an employee happier and more hardworking.

The major problem with this solution is the longer workday. At best, the compressed workweek is a temporary answer to a complicated problem. Although it gives an employee more time away from a boring job, it doesn't make the job more interesting or make the employee feel more closely involved.

Union leaders have vigorously opposed the introduction of 10- and 12-hour days. One exception is the Oil, Chemical and Atomic Workers union, which has accepted a workday exceeding 8 hours and has signed agreements covering several hundred employees who work 3 or 4 days of 10 or more hours. But the opposition of other unions to the compressed workweek may change once they realize its true significance.

In the not too distant future, employees on the compressed workweek will want to return to the 7 1/2- or 8-hour day. Union members will demand that their employer reduce daily working hours to 9, 8, or even 7 1/2 within the 4-day workweek. Those on the 12-hour day will bargain for 11 or 10 hours within the 3-day workweek. (Employees learn quickly of the increase in their company's profits and will demand their fair share. They may use part of their portion to reduce their daily hours and use the balance to increase their salaries.) Employees who are not members of unions may join for no other immediate reason than to retain their earnings within the shorter workweek as well as to reduce the hours they work each day. It may seem ironic, but the employers who have introduced their white-collar workers to the compressed workweek may be assisting the unions in their effort to organize the office and technical workers who so far have remained unorganized.

Many plants in Europe and a few in North America have introduced "flextime", a system that does not schedule the employee to work any specific hours per day or, in some cases, any specific days per week. The job is so defined as to make clear to the employee the workload that must be completed each week and the specific tasks that must be performed. The employee must accomplish work assignments in the time specified, but he or she has flexibility in his or her hours and to this extent, independence.

Gordon F. Harrison, Director of Industrial Relations for Ridell, Sead and Associates, management consultants, has stated that the compressed workweek is "a snare and a

Photothèque

delusion". In his view, it is a system devised by employers who do not trust their workers to keep their own time and is a poor substitute for "flextime". An employer who trusts his employees to do the job set out for them will let them select their own working hours.

Flextime and the compressed workweek reflect management's recognition that the present system is falling apart. It is not producing the results that they must have to continue to compete with the Japanese, the Germans and the Swedes.

Flextime is also the recognition by some employers of the fact that the employee must be allowed to participate in the decision-making process. To make a job more interesting the employee must, in the words of Mr. Harrison, "be trusted". If employees are trusted to do the job and to schedule their own hours, it's a beginning of a new relationship. It may eventually provide the worker with the right to participate in other areas of the managerial decision-making process.

Greater employee participation and increased job satisfaction are the real keys to improving the quality of working life: unfortunately, the problem of achieving this goal is not really being solved. Flextime and the compressed workweek are only temporary remedies — over-reliance on them is like taking aspirin for a brain tumor.

A few companies have recognized this vital fact, and are taking steps to provide real job satisfaction. The Swedish car manufacturer SAAB, for example, describes its approach in its advertisement:

"The assembly line has made Detroit the automobile capital of the world, because it allows manufacturers to make cars faster and faster; and cheaper and cheaper.

"But the assembly line does something else too. It bores the people who work on it. And boredom, in the end, is often responsible for poor quality.

"That's why at SAAB, we are doing away with the assembly line.

"In its place we're putting assembly teams. Small groups of just three people who see a job through from start to finish.

"It's a slower, more costly system for us, but it helps us build a better car.

"And that's very important to us at SAAB".

SAAB's approach has been so successful that Sweden's auto maker Volvo has set up a new plant specially designed so that small groups of workers assemble automobiles. Thus, the auto assembly line that Detroit made famous is disappearing in Sweden.

The idea is to build a better product even if it costs more. SAAB and Volvo are gambling that the customer will pay more for a quality product. To obtain this quality the Swedes are trying to make the job more varied and more interesting and to return to the worker the pride of workmanship, a job satisfaction that the assembly line destroyed completely.

We must recognize that management has now acknowledged the need for changes if employee morale and productivity are to improve. Instead of simply opposing the introduction of the compressed workweek, union negotiators should take the position that this is not the only answer to the problem. Making use of management's acceptance of the idea of change, they should propose further solutions: for example, ways in which workers can participate more in the decision-making process. Workers must be allowed to participate in making decisions that affect their jobs. They should be part of the group that designs the workplace, schedules production, and plans work schedules. Some workers in Europe, particularly in Germany, take part in these decisions.

Flextime may be only a small beginning but it does recognize that the employee can make decisions about his or her work, and can improve the quality of the work or render better service to the customer.

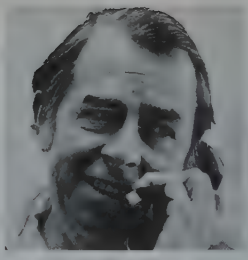
North American unions should learn more about the European experience in worker participation, in plant management, and adapt to the Canadian situation. Management, of course, will resist, but management plagued by low morale, high employee turnover, high rates of absenteeism and lateness, and berated by customers for low quality products and poor service will be more amenable to solutions, especially if the solution is long range rather than the temporary relief the compressed workweek or flextime provide.

Unionists may be wise, though, to accept the compressed workweek as a first step. Whether it be four 10-hour days or three 12-hour days, or some other compressed week formula, employees will not be long in wanting to return to the shorter workday. Employers who have introduced the shorter workweek will, in the not too distant future, be facing demands from their employees to work something less than the longer hours of the compressed workweek schedules. Workers will soon make the shorter workweek hours a strike issue. Thus, unions can achieve a 36-hour week simply by reducing the workday from 10 to 9 hours. The introduction of the "compressed workweek" has hastened the 32 or 35 hour workweek more than one might believe.

Unionists who realize this can, within the next few years, reduce the workweek from 40 hours to 36 hours and eventually down to 32 hours with less difficulty. The pressure will come from the workers on the compressed workweek. During the winter months, even workers on the 8-hour day leave home before daylight and return home after dark. Those employees on the 10- and 12-hour workday will see daylight even fewer days a year. Dissatisfaction will provoke demands for the 9- or 8-hour day.

Whether unionists realize it or not, the compressed workweek can become a helpful tool. It may go against their principles and it may seem a step backwards. But how many members will complain if they know that by taking one step backward they will move three or four steps forward in their struggle for a 32-hour workweek. Some unions may move ahead if they are prepared to "stoop to conquer".

(Donald Montgomery, President of the Metropolitan Toronto Labour Council, was recently elected Secretary-Treasurer of the CLC. A member of the United Steelworkers of America staff since 1940, he is now Area Supervisor for the Steelworkers Toronto-Barrie area.)



Julien LeBourdais

COMMENTS ON THE QUEBEC CONSTRUCTION SCENE

y PIERRE J.G. VENNAT

he recent dispute over cost of living clauses in Quebec's onstruction industry is more than a mere labour conflict; it reshadows important economic and social changes — not mention problems.

he construction industry adheres to the principle of tend- s and "firm price contracts," no matter what happens etween the time the contract is signed and the time the oject is completed. If wage increases were tied to in- eases in the Consumer Price Index, such contracts would ave to be reopened, bringing into question the entire sys- m of tenders as applied in the construction industry. If ages are tied to the CPI, it is the consumer who, sooner later, will foot the bill.

he Quebec Building Contractors' Association declared at e beginning of the dispute that "it is absolutely impossi- e for the building contractors to consider the possibility settling certain labour problems by indexing wages, un- ss their customers — including general contractors, indi- duals, public and parapublic bodies — agree to absorb e increases not provided for in all fixed-price contracts warded or submitted for tender."

hen builders in West Island, Montreal, attempted to tie e price of their houses to the cost of materials, it was arefully pointed out to them that their action was illegal nd that a contract is a contract, no matter what.

Now that construction workers insist on some form of indexing, they leave builders with no choice but to do the same thing — in other words, to reopen contracts already signed with their customers. This would set a dangerous precedent, and heaven help the poor devil who must foot the bill.

The dispute may lead not only to cost of living provisions in most building contracts, but also to a certain amount of union "cleansing". This could have been predicted ever since the Cliche Commission was appointed to conduct an inquiry into violence on building sites. There is no doubt that once the report of the commission is published, some unionists will have to change their behaviour.

As Industry and Commerce Minister Guy Saint-Pierre put it, when speaking to the Montreal Construction Association; "The labour jungle in the Quebec construction industry will have to be civilized in the years ahead, regardless of the means that may have to be used to bring this about." It was the first time that a Minister of Industry and Commerce felt obliged to intervene in a dispute of this nature.

Mr. Saint-Pierre added that "the events of James Bay, the violence and vandalism on construction sites call to mind some of the most brutal and sombre periods in the history of such large American cities as Chicago, New York and Los Angeles.

Photothèque

"One might seriously question the benefit to the worker of this unwarranted and blatant violence that takes the place of democracy in construction circles. I can't help wondering whether the worker, who is usually known for his good sense, is really satisfied to live in a situation of repeated and open violence."

This means that members of the Quebec Cabinet are growing weary of all the disorder and upheaval in the construction industry, and the Government can be expected to take whatever steps are necessary to clean up the mess made by the unions in this sector.

Employers too will have to do some cleaning up – unless, of course, they prefer a state of mutual slaughter. Rivalries among employers in the construction industry are almost as pronounced as those among the unions, and recent events have merely served to expose them.

The employers' 'Common Front' (made up of the Montreal Construction Association, the provincial House Builders' Association, the Quebec Road Building and Highway Construction Association, and the Quebec Construction Federation) described as "distressing thoughtlessness" and "regrettable" the stand taken by the Quebec Subcontractors' Association recently founded and joined by corporations of master electricians and chief piping engineers. At the time of its inception in May, the new group had declared:

"Most of the problems that arise in the industry are caused by individuals who call themselves general contractors and yet know nothing about the industry. They are often insolvent, exploit the subcontractor, and acquire their financial resources from the dues of skilled contractors. This type of individual constitutes the worst element in the construction industry. That is the reason why there is no room in the Building Contractors' Association of Quebec for general contractors at the officer level."

The Building Contractors' Association for its part, concluded: "As regards serious general contractors, we would like them too to become a provincial association, in order to have an authorized representative who would be able to deal with subjects of common interest."

Here again, the recent dispute could well be the first indication of a certain regrouping, as we have witnessed the confrontation of two "blocks": the subcontractors on one side and the employers' common front on the other. Perhaps it will be so during the forthcoming bargaining sessions!

(M. Vennat is a reporter with *La Presse* Montreal. The foregoing was condensed from an article that appeared in the August number of *La Gazette du Travail*.)

LABOUR RELATIONS: CHANGING CONCEPTS, NEW TECHNIQUES

by J.C. ANDERSON

The recent rash of strikes in essential and near-essential services has made us acutely aware of what follows even the temporary failure of the machinery supplying our everyday goods and services. Almost immediately, such a breakdown has major and costly repercussions for the business world and creates inconvenience or even hardship for many people. On every hand, observers argue — "There must be a better way."

The Problem

In the private sector, the present collective bargaining process, with the strike as the concomitant provision for settling impasse situations, has in general worked satisfactorily. Alternative sources of supply are often available or are not immediately required. However, in the growing essential services sector of our economy, the present collective bargaining process has yielded less than satisfactory results.

In this sensitive area, the ingenuity of man is surely capable of providing a better means of preventing labour-management confrontations than those now used. In the search for improved ways of settling impasse situations, the process of collective bargaining must be not only retained but strengthened. New techniques and new methods must be tested and judged. Change can only be brought about if it is approached with an open mind, remembering that in the field of labour relations the only constant factor is change.

Both union and management, it seems, are becoming increasingly aware that the current collective bargaining process must be overhauled if today's needs are to be met. The parties involved are realizing not only that the strike and lockout solution does not always yield them the desired results, but also that in settling their own disputes they must find ways to do so without the attendant deleterious effects upon the public. They know, too, that failure to put their own house in order will ultimately result in pressure for increased government intervention, which neither labour nor management welcome.

A Solution

Many suggestions for improving the current collective bargaining process are being advanced. The one that offers the greatest potential is voluntary binding arbitration, which may be described as "Mediation cum Arbitration". A recent example of the use of this procedure was the signing of an experimental negotiating agreement by 10 large American steel companies that bargain with the United Steelworkers of America. The agreement provides that, in the

event of an impasse, the remaining issues will be settled by voluntary binding arbitration.

Explaining the reason for this agreement to his members, Steelworkers President I. W. Abel made these points:

"Even if we were to strike for new agreements, the huge inventories of stock-piled steel would prolong the shut-down. Steel customers would have no need for more steel for many months. Our members, under the circumstances, would have to prepare for a long strike. But even when the negotiations result in a settlement without a strike, the members pay a heavy price for stockpiling: after each of our successful negotiations, steel production always drops dramatically. Our members are hurt in two ways: Many suffer prolonged layoffs, demotions and reduced hours after negotiations are concluded, and over the long term, the decline of employment in the steel industry is significantly related to the expanded role of steel imports.

How It Works

For the Mediation cum Arbitration procedure to have the best chance of success, the parties involved should agree to the following conditions before starting negotiations for a new contract:

— The process will be a substitute for the right to strike or the lockout.

— Direct negotiations will proceed until a specified date.

—In the event that a collective bargaining agreement has not been agreed upon by the stated time, the parties will request a mediator/arbitrator (chosen in advance) to assist them in reaching an agreement. The mediator/arbitrator chosen should be completely independent and fully experienced in the labour field and should function first as a mediator and then, if necessary, as an arbitrator.
If possible, guidelines should be agreed upon by the parties in advance, perhaps with the assistance of the arbitrator selected. The arbitrator may, if the parties desire, be assisted by two assessors familiar with the industry, one named by each of the parties.

— The mediator/arbitrator will function as a mediator until a specified date. If by that time the parties have not been able to complete a collective agreement, the mediator will immediately take his role as arbitrator, call the parties into open session, hear their evidence and submissions regarding all the issues remaining in dispute, and make his report.

— The arbitrator's report will become final and binding on the parties unless, within 15 days after the report is filed, its decision is appealed by either or both parties.

— The grounds of appeal may be based on the allegation that the arbitrator's report (a) has failed to deal with all th issues before him, (b) has not provided a workable basis under which the parties can function, or (c) is perverse and against the evidence and weight of evidence.

Any appeal will be heard by an appeal tribunal (the const tution of the tribunal should if possible be agreed on in advance, or provision made for the Government to appoin such a tribunal).

The appeal tribunal may dismiss the appeal: in that case, the arbitrator's report becomes final and binding on the parties. If the tribunal allows all or part of the appeal, it will make an award that is to be binding on both parties.

The preceding is simply a suggested method of arranging the Mediation cum Arbitration procedure. The parties may, of course, work out an agreement that suits their own pa ticular needs.

This process allows the parties to first negotiate between themselves; if they cannot reach an agreement, it gives them the opportunity to again try settling their differences with the assistance of a mediator.

In the beginning, the mediator will attempt to settle what he conceives to be the lesser issues. If he is successful this, he may then be able to help the parties reach complete agreement. Even if he is not completely successful, he may be able to assist them in arriving at a tentative agreement on some minor issues. He may find, however, that some of his proposed solutions are agreeable to the bargaining representatives, but do not provide a basis for an agreement because the latter feel that they will be unable to sell the solutions to their respective principals.

When the mediator begins to function as an arbitrator an the evidence supports the validity of his earlier suggestions, he may make these solutions part of his report — they will then be acceptable to the parties because, since they are contained in a report of a third party, neither pa would be losing face by their acceptance.

This procedure, just as any other, does have its shortcom ings: one or both parties may hesitate to submit a dispute to a third party; they may feel that a skilled mediator/arbitrator is not available; or they may be afraid that if they co-operate with the mediator, it may prejudice the judgme he brings down if they finally go to arbitration before him.

Its Advantages

The disadvantages are outweighed by the arguments in it favour:

— It continues and reinforces the direct bargaining proces so important to the parties.

— It will consume less time before an ultimate solution is arrived at.

— Although the parties may fail to arrive at an agreement in direct negotiations, they may succeed with the assistance of a mediator.

— If the mediator has to assume the role of an arbitrator, he knows by that time the climate of the negotiations of the priorities of each party; as well, he may have support in the evidence to provide the satisfactory solution that he was not able to bring about while acting as mediator.

— In many instances, the arbitrator's ruling will not be much different from what the parties would realistically hope to achieve as the result of a strike.

— It avoids a strike and work stoppage with all its attendant consequences, not only on the parties themselves but on the public at large.

— It provides an appeal procedure whereby an arbitrator's report may be altered.

— Throughout the process, the parties continue to have an input into it and thus play a meaningful part.

Mediation cum Arbitration will be frequently used if it proves to be an acceptable means of arriving at a collective agreement without work stoppages. Every time it is successful it will reduce the pressure for government intervention, because it offers a viable alternative to the use of the strike weapon as the ultimate means of settling labour disputes.

(Judge Anderson is Chairman of the Ontario Public Service Arbitration Board.)

THE RECONSTRUCTION OF BRITAIN'S LABOUR LAWS

by JOHN HARKER

A bill providing for repeal of Britain's 1971 Industrial Relations Act received first reading in the House of Commons last April. Repeal of the Act had been a primary objective of the Trades Union Congress (TUC), and during the February election campaign the Labour Party had expressed its determination to introduce new labour legislation if it formed the new government.

The British Labour Party and the TUC have long shared a distrust of legal regulation as the best way to establish and maintain a system of good industrial relations. Any legal framework, it was felt, must not be so elaborate and restrictive as to prevent the unions and employers from adopting an informal pragmatic approach to problem solving, mainly through a system of free collective bargaining.

It could safely be asserted that the possibility of recourse to strikes and lockouts is the linchpin of a collective bargaining system. But there is a vital need for conciliation and arbitration to complete any framework for the furtherance of effective industrial relations, and it is this need that will determine a good part of the new edifice of labour law now being constructed in Britain.

The Basic Thrusts of the New Legislation

The various proposals that Prime Minister Harold Wilson, the Employment Minister, Michael Foot, and their colleagues have made during the course of the summer, (reflecting the priority given to the "reconstruction" of labour law) seek to extend the rights of workers. This is to be done in part by restoring former privileges and immunities and in part by providing organized labour with new facilities and services.

The Trade Union and Labour Relations Bill

The first measure in the scheme to remodel the legal framework provided for the repeal of the 1971 Act and for the abolition of the National Industrial Relations Court and the Registry of Trade Unions.

The 1971 Act had two central features. One was the concept of an "unfair industrial practice" and the other was the division of unions into registered and unregistered ones.

Only by registering could a union enjoy privileges won by the trade union movement early in this century, including the right to call a strike in breach of a collective agreement. For unregistered unions this was regarded under the Act as an unfair industrial practice, a situation not dissimilar to the calling of a strike by a certified public service bargaining agent during the term of a collective agreement.

Furthermore, under the Act, only members of registered unions were protected against dismissal for belonging to or taking part in union activities.

The Bill removed the unfair industrial relations practice concept and the division into registered and unregistered unions.

In doing so the earlier privileges and immunities were once again available to all independent trade unions. In some instances, they were even extended by the Bill. Thus, not only was protection against dismissal enshrined, so was the concept of the "closed shop". That is, the unions would have the right to insist on union membership of all employees, except where there is genuine conscientious objection, in any place of work. An Opposition amendment resulted in the final form of this particular clause giving a worker the right to "another appropriate independent union," other than the one representing everyone else, though he was still required to belong to a union.

It can be seen that the concept of an "agency shop," which, through the Rand system, characterizes the relations of employees in the Public Service of Canada to their bargaining agents, does not enjoy very much support in Britain.

The Public Service Staff Relations Act does provide the framework for the determination of legally binding collective agreements. The new Bill in Britain completely reversed the position of the 1971 Act, whereby collective agreements between unions and employers were legally enforceable, through the National Industrial Relations Court, unless the parties specifically agreed otherwise. Further clauses in the Bill also restored the pre-1971 position in respect of immunities under the law.

Persons or organizations will be protected against any action for civil conspiracy, for non-violent picketing other than at someone's home (an Englishman's castle), and for acts of inducement that lead to breaches of contracts. Before 1971, this was limited to employment contracts, collective agreements, but the original Bill extended this immunity to all types of contract. Thus a company engaged in an industrial dispute would not be able to take action against a union that decided to help the striking union by boycotting the delivery of supplies to the company.

The House of Lords intruduced an amendment to the Bill to prevent this extension of immunity, and the amendment was later passed by the Commons, an occasion used by Michael Foot to express his fear that the Opposition was putting into the Bill clauses of such obscurity that there would be great difficulties in the courts.

However, it was still clear that, given the removal of legal enforceability and the re-institution of legal protections and immunities in the Bill, there could be no room for the National Industrial Relations Court, nor for the 1971 Registry of Trade Unions. Both were abolished at the final sitting of Parliament before it recessed on the last day of July, and the Prime Minister announced to Labour MPs that the Court had been "swept into the lumber room of history."

With the diluted Trade Union and Labour Relations Act now in place, the Government may await the results of a widely expected fall election before proceeding with the second stage, an Employment Protection Bill, which would give legislative sanction to an independent Conciliation and Arbitration Service.

Proposals for a CAS

The Labour Party had proposed that the CAS be armed with the existing powers of the Commission on Industrial Relations. This body, set up in 1969 by the previous Labour Government in its partial implementation of the Donovan Report on trade unions and industrial relations in Britain, has the power to summon witnesses and documents at its hearings. The hearings can be directed at particular problems or can be part of long-range studies.

Although the Commission had never been well received by the TUC, the proposal to abolish it was not as popular as those it accompanied. At the second reading of the Trade Union and Labour Relations Bill, the small but politically important Liberal Party made it plain that, although the bulk of the repeal legislation could be supported, the party would wish to see the CIR retained. The Liberal members felt that the Commission had been wrongly tarred with the brush of the National Industrial Relations Court. Their view was that the Commission, which has as its duties the preparation of reports on matters affecting industrial relations, could be retained alongside the eagerly awaited Conciliation and Arbitration Service. This, argued the Liberals, should undertake the everyday tasks that its title implies, with the Commission continuing its complementary work on such topics as training in industrial relations and collective bargaining, the manner in which unions and employers organize for collective bargaining, and the provision of employer information to union negotiators.

Perhaps in response to the Liberal desire not to see the work of the CIR wasted, Mr. Foot released the details of the new CAS in a consultative document to be examined and discussed by all interested bodies.

How the Labour Party copes with a growing determination of Opposition MPs to challenge Labour proposals will be critical not only to the structural arrangements for British industrial relations but, as the future of the Government could well be at stake, to the whole character, legalistic or pragmatic, of industrial relations in that country.

The Government intends the necessary legislation for the CAS to be provided by an Employment Protection Bill. The CAS will be created, however, in advance of the legislation needed to make it a statutory body.

The TUC has pressed hard for the early establishment of the CAS, and we must ask, "What is it about the proposed Conciliation and Arbitration Service that makes it so important to these trade unions?" Len Murray has expressed the view that it is a priority for improving negotiating arrangements, so that disputes could be settled speedily and without lost production.

The consultative document makes the point that "the service would be expected to act quickly, whether nationally or locally, to seek to avoid or end disputes. But it alone would decide what action it thought appropriate to take – and the tactical timing."

The service will be "independent of ministerial control," though the Employment Secretary will have the power to refer to it for advice and to call for reports on major issues. It will be run by a chairman, and a council of nine members appointed by the minister. Three will be nominated by the TUC, three by the Confederation of British Industry, and three will be industrial relations experts.

This council will have at hand professional full-time staff, who will undertake the conciliation. Arbitration will be provided, as under the Public Service Staff Relations Act, by members of a panel of people with experience in industrial relations.

Unlike the Canadian public service system, arbitral awards will not be binding. The parties will be asked to agree in advance to accept the award, but it is not suggested in the consultative paper that this be a precondition of the service.

The paper does propose, however, that the function of the CIR to improve and extend voluntary collective bargaining be adopted by the CAS, and the new chairman has said that he will use "inquiry, discussion and persuasion" to achieve these goals.

The Employment Secretary, Mr. Foot, introduced the detailed proposals for the CAS at a miners union conference with the words, "What we are trying to establish is a system of industrial relations based on persuasion, argument, and consent. It is not an easy task, but it is much better than trying to do it by force or legal restriction, because they do not work." He added that "we must set the whole course of industrial relations on a quite different road from that on which they were travelling when the Tory Government was in power..."

What Does the Future Hold?

It is clear that the Trade Union and Labour Relations Act has effectively removed the elements of force and legal restriction. It is at least arguable that the Conciliation and Arbitration Service will enhance the elements of persuasion, argument and consent, and there is no doubt about it: the Labour government's approach resets the whole framework of industrial relations in Britain.

However, a framework is only effective to the extent that it reflects realities and determines behaviour patterns of individuals and institutions. The Confederation of British Industry, the main organization of employers, put the matter this way: Although the Industrial Relations Act certainly required amendment, it was not unbalanced. Labour proposals will create a disbalance of responsibility, privilege and immunity, which is a self-defeating process doing nothing for the stability of industrial relations in the future. The CBI has professed, during the public debate on the Trade Union and Labour Relations Bill, that it has long been committed to a framework of law that gave to each side of industry relative equality in the collective bargaining process.

Just how effective the Labour framework will be is difficult to predict. Its essence is to be found in the ways in which free collective bargaining is aided by the Conciliation and Arbitration Service.

In 1971, addressing a joint AFL-CIO/CLC conference on collective bargaining, the Chairman of the Public Service Staff Relations Board, Jacob Finkelman, said that "It is a commonly accepted article of faith among trade unionists that collective bargaining and arbitration of interest disputes are incompatible; that, once the parties know beforehand that issues in dispute can be resolved by a binding decision made by a third party, the incentive to bargain in good faith and make every reasonable effort to make a collective agreement is destroyed."

Mr Finkelman obviously did not share this faith, or lack of it, and he saw no evidence that the Canadian public service system of binding arbitration was resulting in the parties treating arbitration as a tranquilizer enabling them to avoid the pains and burdens of life. How much less should this be true under Labour's non-binding system of arbitration?

The framework is being reset, and there is thus the opportunity for the whole course of industrial relations in Britain to be set on a new road. It is often said in Britain that where there is a will there is a way. It could be equally valuable to note that where there is no will, there is no way.

During this summer, the Labour Government has, in effect, been putting to the test the will of employers and trade

unions, not to mention its own faith in the superiority of the pragmatic, non-legal approach to industrial relations. It is quite likely that a fall general election will witness the various approaches to industrial relations elevated to major campaign issues.

It is also likely that whatever the fate of the Labour Government, the new CAS will remain in operation. The question is whether it will be embedded in a pragmatic or legalistic approach to a very troubled area.

(Mr. Harker is Executive Director of The Professional Association of Foreign Service Officers)

COLA CLAUSES — ANTIDOTE TO INFLATION?

by JEAN POULIN

Indexing — the word has entered the industrial relations limelight since the cost of living began dangerously escalating. It describes a system whereby salary increases are tagged to rises in the Consumer Price Index.

For those who benefit from it, this cost of living bonus seems to be the antidote to inflation, the miraculous remedy that promises to stabilize prices overnight. Nothing could be further from the truth.

It would be more precise to say that for those who benefit from it, indexing is an analgesic, not a remedy: it is the aspirin tablet that prevents us from feeling the pain but doesn't attack the disease itself. Moreover, the dosage is insufficient and is administered too late. Indexing, as it is currently being developed in Canada, corrects — and only in part — accelerated price increases that started to climb about 18 months ago. Not only has the Consumer Price Index risen about 15 per cent during that period, but cost of living adjustments so far haven't been sufficient to cancel out the effects of inflation on the actual purchasing power of most people.

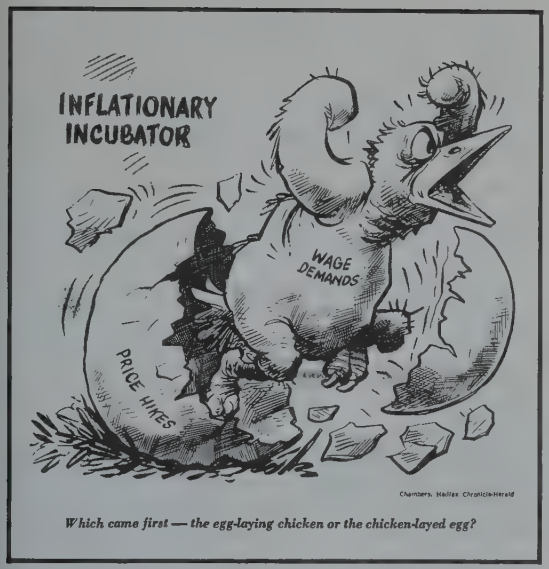
According to a study undertaken by the Economics and Research Branch of the federal Department of Labour, salary increases that have been tagged to the cost of living average 5 per cent. It also seems that in the minds of the employers who grant it, this bonus is valid for only one year. Neither the business community nor the State has committed itself for any longer term.

With a few exceptions, such as in the case of the federal old age pension, which is more directly connected with price fluctuations, the term "indexing" seems to have been misused. In fact, from a purely economic standpoint, it is in most cases a special and contractual salary increase, since it is not granted to reward the improved performance or competence of the employee, but to compensate for some sort of injustice. Furthermore, this injustice called inflation often results from the action of the employer himself, who decides to increase the price of his products — indexing them to the cost of living. Indexing is not a means of fighting inflation; on the contrary, it contributes to rising costs.

It is obvious that a salary increase, if it does not correspond to an increase in production, brings about inflation. The paycheck represents in fact a receipt for a job done.

If suddenly two receipts are given for the same work instead of one, its economic value is diminished by half.

Persons who from an economic standpoint suffer the most from the increase in the cost of living are those on fixed incomes. The lot of this category of citizens is even worse than that of the salaried employee. The federal Government acknowledged its responsibility to intervene in favour of such particularly disadvantaged groups, because they are powerless to defend themselves against inflation: the pensioners provide the most striking example.



Which came first — the egg-laying chicken or the chicken-layed egg?

Take, for example, the case of a person whose life savings of $12,000 are invested in bonds bearing interest at 9 per cent per annum. At the end of one year his nominal capital has remained unchanged, and he has added to it $1,080 in interest.

If the cost of living has risen by 12 per cent during that year, his new nest egg of $13,080 has now only a purchasing power equivalent to $11,500 in terms of the previous year's dollar: a loss of $500, instead of an expected income.

On the other hand, take the case of a skilled worker who earns $12,000 per annum and examine his situation with regard to the same inflation of 12 per cent between January 1 and December 31. At the end of January, he receives his annual pay of $1,000, out of which inflation takes its share of 1 per cent, creating a loss of $10 in his purchasing power. His second monthly pay, at the end of February, has suffered an inflation shrinkage of 2 per cent, or $20.

Pursuing this line of reasoning, at the end of March he will lose $30, at the end of April $40, and so on, so that by the end of December, he experiences a $120 loss in the purchasing power of his $1,000 paycheck.

Over the 12 months his real income has diminished by a total of $780, which represents 6.5 per cent, not 12 per cent, of the $12,000 earnings. These figures are, of course, based on the assumption that the worker in question has spent his entire pay from one month to the other. If he had saved any money, he would have found fimself in the same situation as the pensioner mentioned in the previous example.

All this leads to the first disastrous conclusion: it is to a person's advantage to spend his money gradually, as he receives it — a person who saves his money is penalized.

As inflation is fed mostly by an increase in expenses, we find ourselves in a vicious circle: inflation creates inflation.

For an employee whose salary is "indexed", a 5 per cent increase makes it possible to erase the effects of more than 80 per cent of inflation, provided this indexing is readjusted after each 12-month period.

In the light of the foregoing, it is easy to understand why workers have come to realize that, as far as they are concerned, indexing is an effective readjustment measure. Consequently, they are tending more and more to vigorously demand it from their employers.

The trouble is that the indexing system currently used has several serious flaws.

First of all, it is usually late: the cost of living increase in 1973 has been serving as a basis for the adjustments made in 1974, which means that the consumer bore the entire burden of 1973 inflation. A full indexing would be to pay a single bonus on January 1974 that would eliminate the effects of the price increases of 1973. Then corresponding price and income increases could be established on a permanent basis.

The second flaw in the system is that it is to the disadvantage of people on low incomes (salaried employees or pensioners), as well as large families.

Although the CPI is often identified with the cost of living, this index simply refers to the financial picture of an "average" Canadian family. Since this average-sized family experienced a 9.1 per cent rise in the cost of goods and services between December 1972 and December 1973, the percentage served as a basis for the cost of living bonuses given in 1974. And yet, at the same time, food products, which form an important part of the total index, have climbed by 18.2 per cent, twice as much as the overall index.

But food represents a much higher share of the income of people with low salaries, pensioners, or large families: in other words, for these Canadians, the Consumer Price Index bears little relationship to the cost of living index.

By indexing old age pensions, the federal Government seems to have gone further than most employers, but it has not applied this formula in other fields. For instance, as far as taxation is concerned, indexing is only partial: not only was the basic exemption increased by just 6.6 per

cent (from $1,600 to $1,706), but also, such an across-the-board increase discriminates against the poor. Moreover, the other levels of government, the provinces and municipalities, have not joined the movement.

Finally, from a strictly economic standpoint, indexing has more disadvantages than advantages. Widespread indexing could damage the national economic structures, the total mass of capital funds that make up the assets of the country.

The problem arises with regard to all accumulated savings whose annual interest yield is often lower than current price increases. Not only does saving money lose its purpose, but capital itself depreciates. It is dangerous for a nation when workers are no longer encouraged to save. The sums saved every year feed the banks and they, in turn, are able to lend funds for industrial and commercial investments. In the long run, interest rates will become too high because of the lack of capital, and Canada will consequently have to depend even more than now on foreign investment.

Moreover, spending all of one's income feeds inflation by increasing demand when supply cannot grow because of the shortage of capital.

Another area that is important to a country like Canada, with so many interests abroad, is the soundness of our currency in relation to the currencies of our trading partners. Indeed, one must not forget that devaluation is none other than the indexing of a currency to other currencies. A typical example of this is the case of the Brazilian cruzeiro, which is the currency of a country with the reputation of having entirely indexed its internal economy: it has been devalued four times since the beginning of the year.

Indexing may be beneficial, however, when inflation reaches the level at which real income diminishes. Supposing that inflation reaches 12 per cent this year and that salary increases average 9 per cent, consumer expenditure will increase by 9 per cent in terms of 1974 dollars, but the real value of this expenditure will decrease by 12 per cent in terms of 1973 dollars.

This situation would then bring about a decline in production, and the gross national product would be smaller than that of the preceding year: there would be a recession. Meanwhile, Canada's labour market must absorb more than 300,000 young people annually.

According to the principle of total indexing applied in Brazil, the same result is theoretically obtained as that used by economists — "constant dollars" (in general, 1961 dollars) that are devalued each year on the basis of the inflation rate in relation to 1961. With total indexing, if there is a 20 per cent inflation rate, salary increases are 25 per cent to provide a 5 per cent real increase. Similarly, a bond that yields 5 per cent interest will yield 25 per cent. This compels the State to establish by decree the level of salary increases, of interest rates, of pensions, etc. The result is an entirely controlled economy that, among other things, abolishes the role of unions. This also explains why strikes and labour movements are multiplying in Brazil.

Its main disadvantage lies in trade with foreign countries, as imported products are not subjected to internal indexing. This explains why the cruzeiro is so often devalued.

Everything takes place as if the State were adding a zero to the value of each bank note, by multiplying prices and salaries by ten. And this can be a dangerous adventure, for as beneficial in the short term as a freeze of prices and wages may be, its application on a permanent basis would be difficult.

The moral lesson to be drawn from the development of indexing is that the authorities, by accepting the future existence of inflation, have capitulated before a problem that could lead to chaos in international trade and widespread mistrust of currencies.

(Jean Poulin is a business writer at *La Presse*, a Montreal daily newspaper. The foregoing was condensed from an article that appeared in the August number of *La Gazette du Travail*.)

OECD OUTLOOK — WAGES CATCHING UP

The Organization for Economic Co-operation and Development (OECD) expects wages in Canada to start catching up with inflation this year, "a tendency confirmed by recent wage settlements". But the rise in employment may slow down.

In its semi-annual economic outlook published in July, the 24-member organization predicts also that Canada's economic growth "is likely to remain relatively strong, perhaps slowing down somewhat during the present year, but regaining a rate close to potential in the first half of 1975."

In its review of the past year, the report notes that: "unlike the United States, Canada's economy continued to grow rapidly over the past 12 months, with buoyant business investment and consumer demand. The world commodity boom and the energy crisis served on balance to stimulate activity," because Canada had commodities and energy to sell to the world. Although moderating somewhat during the remainder of this year, the growth of output is likely to remain strong over the forecast period.

"The rise in prices has accelerated over the past year," the OECD reports, "mainly reflecting sharp increases in food and energy prices. Farm product prices are expected to decline after midyear and energy prices should level off, but the resulting stabilizing influence on the general price level might be partly offset by higher wage costs."

The expansion of real private consumption may remain moderate for the remainder of 1974, but could accelerate somewhat in the first half of next year. This trend would reflect a stronger advance in real earnings, partly because of an expected deceleration in the inflation rate. "Business fixed investment should continue to grow at a fairly high rate."

Because of "the recent sharp rise in mortgage rates, some decline in housing starts is likely, entailing a marked slowdown in the rate of growth of residential construction."

Fiscal policy has moved towards a neutral stance, the OECD observes. This means that no significant change is expected in last year's federal government strategy to deal with inflation — stimulating supply, holding down prices in particular areas, and easing the tax burden on those most adversely affected by inflation.

"The costs of inflation relief measures are expected to be financed by raising more revenue from certain other sectors of the economy, notably petroleum and mining companies, financial institutions and other non-manufacturing corporations."

"In line with official statements," the OECD forecast assumes that "monetary policy, although tighter than earlier,

will not represent a major constraint on output and employment." Demand is expected to grow more strongly in Canada than abroad, causing imports to outpace exports to weak foreign markets. "Real exports may increase only moderately up to mid-1975" while imports "rise rather steadily through 1974 and accelerate in the first half of 1975 if the economy returns to capacity growth."

Covering six other industrialized countries, the OECD report paints a gloomy picture of the world economic situation. It predicts that inflation in the world's major non-communist countries will remain very high for at least another year. Consumer prices in Canada, U.S., Japan, West Germany, Britain, France and Italy rose at an average annual rate of just under 15 per cent in the first half of this year.

The survey expects the average rise in consumer prices to fall to about 10 per cent by mid-1975, but in some countries, notably Japan, France, Italy and Britain, the inflation rate is likely to remain well above 10 per cent into the second half of next year.

Although some reduction in inflation can be expected in 1975, the OECD notes "there is a danger, however, that high rates of inflation will be kept going by a wage-price spiral, as different groups within the community struggle to offset the large changes in relative prices that have occurred and to maintain their real incomes."

Growth prospects for the OECD group are uncertain, according to the report, and unemployment is likely to rise. In the seven countries surveyed, real GNP fell by 1.5 per cent in the first half of this year. In Japan, however, it slumped by 6.5 per cent and in Britain by 6 per cent. A moderate recovery of 3 to 3.5 per cent is forecast for the next 12 months.

G.S.

OPERATION FIGHT-BACK

by TED WEINSTEIN

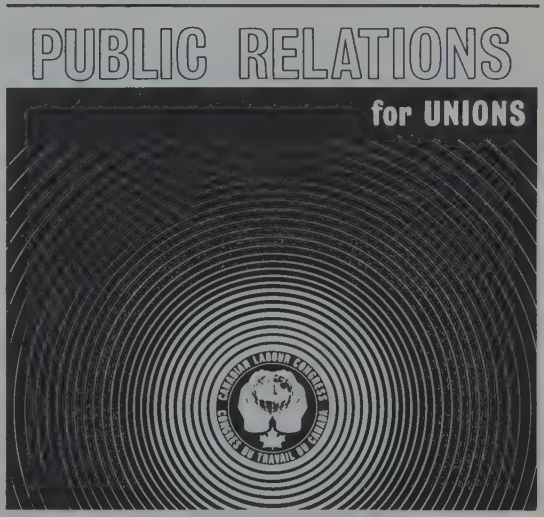
Operation Fight-Back: the name conjures up visions of a major World War II military offensive trying to change the tide of battle. It is an offensive in a sense, but it's a public relations battle being waged by the Canadian Labour Congress in co-operation with its affiliates. It's not an endeavour to transform union personnel into Madison Avenue public relations sharpies. Operation Fight-Back is a genuine attempt to improve labour's public image by keeping the public, the media, and labour's own members informed on union events and developments.

The program was launched earlier this year by the CLC because, as Joe Morris, then the chairman of the body's Public Relations Advisory Committee, put it, "labour's positive achievements are too often ignored or reported in a biased manner in the news media. But complaining alone will not help us portray accurately labour's goals, achievements and policies. The fact is that organized labour is doing much too little to tell the public about itself — and the public includes our own members."

The result was Operation Fight-Back. Through a four-point program, it will try to change labour's image by urging local unions, councils, and federations affiliated with the CLC to: (1) appoint public relations personnel or committees that will provide information to union members and the community at large; (2) plan the publication of local newsletters; (3) obtain from the CLC two manuals dealing with public relations and starting a newsletter; and (4) register all public relations personnel and officers in special CLC-sponsored workshop seminars to be held across Canada.

Charles Bauer became the CLC's Public Relations Director on September 1. A man with considerable public relations experience, he said in a recent interview that labour has only become concerned about its image during the last few years.

"It was only about five years ago that workers began to care about what the public thought of them. Before that,



when public relations was mentioned in labour seminars or union meetings, the attitude was that labour knew what it was doing, or that public relations was necessary for companies but not for them. Now, labour is more aware of its image and it wants to know how to deal with the media and the public."

Labour's public image is a negative one, Bauer observed; most news stories are concerned with strikes and work stoppages. There is little publicity for labour's positive achievements, such as its efforts in improving working conditions, its pressure for social legislation, and its work to improve the quality of life. The reflection of labour as a negative force is, to a great extent, unintentional, he noted, because of problems peculiar to the media. The very nature of news – the different, shocking, sensational aspects of life – dictates that stories containing these features be played up. And in labour, it is the conflict, the strikes, the large contract settlements that make headlines.

But, contended Bauer, the Canadian media could do a better job of labour reporting. Few schools of journalism or communications offer courses on the complete subject of industrial relations. Too often, media components do not have specific labour reporters, or they alternate reporters among several beats. The Canadian Broadcasting Corporation does not even have a labour reporter; a fact that – considering the CBC is a Crown Corporation – surprises the CLC. "We have mentioned the lack of a CBC labour reporter to CBC management on several occasions," he noted. "It has reporters for livestock, farming, the stock market, but not for labour. According to the network, their structure does not allow for a labour reporter."

Exacerbating this problem is the dearth of public relations personnel in most union locals. When reporters telephone some unions or locals for information, there is frequently no one in a position to talk to them, no one authorized to release information. So the reporters report what they can; many times this is management's story as put forward by its public relations department.

To help union public relations personnel, the CLC has written a manual, *Public Relations for Unions*, which outlines the rudiments of dealing with the media and the community. "A great deal of good public relations is little more than plain common sense," advises the manual. "Getting public understanding can mean the difference between success and failure in many areas of union activity... Companies are keenly aware of this and allocate increasingly large amounts of money to win public understanding and support." The manual discusses community relations, how to write news releases, hold news conferences, and how to treat reporters: "Be open in your approach to reporters- ...Don't high-hat them. Remember, they are just working men and women like we are; often they are union members like ourselves. They have a job to do and they need your help to do it. If they can't get answers from you, they'll get them where they can. And this may be from people who are not favourable to the union."

Members of the media had mixed reactions to Operation Fight-Back when they were contacted for their opinions. Taylor Parnaby, News Director of Toronto radio station CKEY, said his news reporters do not cover specific beats, but all of them are capable of handling stories in any field. His station's news stories were in his view "balanced, objective, unbiased – we call news as we see it."

A newsman's difficulty in covering any beat is his sources' unfamiliarity with the media, he observed. Some organizations think the media can be coaxed or induced to a certain point of view. He agreed that not all unions or locals have public relations personnel, so contacts cannot be developed. Some organizations – labour or otherwise – have spokesmen who speak for their own or other vested interests, whereas others give news and facts straight, Parnaby declared. He said he would welcome more frankness based on cold, hard facts.

At Montreal radio station CFCF, News Director George Ferguson was of the opinion that union's image is negative, but that this is its own doing. "If I were given two news releases, one from union and one from management, I would be more inclined to believe the management side before I would believe the union side. Union charges, assertions, releases, seem to carry an edge of embellishment. Unions are always negative. There's always something wrong." In 10 years as a Toronto and Montreal news reporter he said he had found that, in lengthy strikes affecting the public, unions sometimes react by saying the media has taken an unfair crack at them, or the story was not as objective as it could have been. But he noted that when reporters try to obtain reactions from both sides in a dispute, it is usually more difficult to get a statement from management than from the union. "Management either doesn't want to go on the record, or they want as little

publicity as possible. In Toronto, one of the companies I've had the most difficulty with is Air Canada; getting a statement out of them is like pulling teeth, because they never want to admit there is anything wrong."

Burns Stewart, News Director of CBOT, Ottawa's CBC television outlet, disagreed that labour has a less than favourable image and suggested that the CLC is perhaps overly sensitive about this. He is aware of the CLC distress at the network's lack of labour reporters; although he would like to see labour reporters on the CBC, he stated he is not in a position to hire one because it is a decision made by CBC management.

Stewart concurred that, to a degree, labour knowledge about dealing with the media is lacking, but his staff is not experiencing any problems. In his opinion, "it is usually easier in a dispute to get a labour spokesman to say something than it is to get a management statement. The CLC public relations program won't hurt labour, nor would it harm management spokesmen."

George Dobie of the Vancouver Sun has more than 20 years experience as a newspaperman, and has reported on labour for the West Coast daily since 1968. He said the CLC program is necessary "if labour wants to find a better continuity and procedure for dealing with the press, to improve its timing, which is important in our business. But if it will pour out propaganda, I'd say no, because we wouldn't let it go through from either side. Unions don't need public relations personnel as much as they need a knowledge of newspaper deadlines, and to have someone available to talk to us. Does it take public relations to do that?"

Labour's image depends on the individual, observed Dobie, because "some people have a built-in opposition to unions and they'll never change. Others favour unions. If you took a poll out here on labour's image, you would probably end up half for and half against unions. I'm tired of listening to labour blaming the media for their problems."

Dobie stated that he did not have any complaints in dealing with labour personnel, but the difficulty is getting to speak to them when they're not busy or not in bed after an all-night bargaining session. He deals with union chief negotiators on his beat, but when contacting management, he speaks to public relations personnel because the management negotiators are not as available.

"We do run into situations where we phone a union hall and no one will make a statement. There are times when the unions don't want to say anything, so they'll avoid you, and there are times when they want you and they won't avoid you."

LABOUR LEGISLATION IN 1973

PART 6A: GENERAL INDUSTRIAL RELATIONS

by CAL McKERRAL

During 1973, three jurisdictions passed new general industrial relations acts. The new Alberta Labour Act received third reading in May, 1973, and was proclaimed effective in October. Highlights of the new Act are additional powers given to the Board of Industrial Relations, and provisions regarding "spin-off" companies. Unfair practices provisions were also increased. Penalties were substantially increased, and time limits were extended in such areas as appointments to boards, applications, and procedural matters.

The Alberta accreditation (registration) scheme for employers' organizations in the construction industry was amended, and Prince Edward Island introduced an accreditation scheme for the construction industry as of March 16, 1973.

B.C. Code

On November 7, 1973, British Columbia passed Bill 11 — The Labour Code of British Columbia. This Act repeals three former statutes — the Labour Relations Act, the Mediation Services Act and the Trade Union Act. Provisions of this Act increase the size, jurisdiction and power of the Labour Relations Board.The Board now has the authority, for example, to freeze wages and working conditions where a first certification vote is being taken.

In addition to normal unfair labour practice prohibitions, a religious conscience clause was introduced. Where a collective agreement requires union membership, the Board may exempt an employee from membership in a trade union if it is contrary to his religious beliefs. The employee must make a written assignment of wages to the union equivalent to the normal union dues.

Collective bargaining procedures were revamped to include appointment of a mediation officer and allow the Board to conclude a first agreement. In addition, a resident must be the representative of an extraprovincial company when a collective agreement is being negotiated and concluded. Every collective agreement made after the Act comes into force must include provisions for dealing with technological change. The definition of technological change is similar to the federal definition. The Act also introduces a labour ombudsman and special officer and retains the Industrial Inquiries Commission.

Coverage

Coverage of the British Columbia Act is extended to policemen, firefighters, hospital workers and dependent contractors. Dependent contractors are defined as individuals who, by the performance of work or services, are in a position of economic dependency more closely resembling an employer-employee relationship rather than that of an independent contractor. As previously, persons employed in managerial or confidential capacities, teachers, domestics, farm workers, hunters, trappers and those professions governed by specific acts such as architects, dentists, engineers, etc., are specifically excluded from the Act.

Also as before, the Alberta Labour Act excludes domestic employees in a private dwelling, farm labourers except those in a commercial undertaking, and municipal policemen appointed under the Police Act. In addition, the Act does not apply to the Crown in right of Alberta or to employers as defined and listed in the Crown Agencies Employee Relations Act, but it does apply to all other agents of the Crown in right of Alberta.

Boards

Changes were made in the composition or powers of the labour relations boards in Alberta and British Columbia, and Saskatchewan established an Education Relations Board, which is described below under "Special Groups".

To expedite its work, the Alberta Board of Industrial Relations was expanded to an unrestricted membership and authorized to sit in two or more divisions. Board members' term of office was set at a maximum of seven years. However, the chairman and vice-chairman hold office for an indefinite term. The Board is empowered to make or issue whatever orders, decisions, permits, approvals, notices, directives, declarations, or certificates it considers necessary; to receive and investigate complaints; and to make such rules of procedure for the conduct of its business as it deems necessary. Previously, rules of procedure were specifically set out under the former Act.

The British Columbia Labour Relations Board is composed of one chairman, one or more vice-chairmen and an equal number of representatives from the employer and employee sectors. Although the headquarters of the Board is in Vancouver, the Board can meet wherever the chairman wishes.

The general objectives of the Board are to maintain industrial peace and to promote conditions favourable to the settlement of disputes; to achieve this goal, it may formulate general policies for the guidance of the public. The new Act now empowers the Board to decide whether: (1) an employer is included or excluded from an accreditation; (2) a person is a dependent contractor; (3) a person is engaged in police duties; (4) an organization of trade unions is a council of trade unions; (5) a person is a professional strike breaker; or (6) a trade-union or employer organization is fulfilling its duty of fair representation.

To facilitate the Board's investigations, it was given the following powers: summoning and enforcing the attendance of witnesses, administrating oaths, examining constitutions of trade-unions & employers' associations, examining any land, ship, vessel, vehicle, aircraft, factory or workshop, and amending its own proceedings. All decisions of the Board must be made available for publication.

The Board has exclusive jurisdiction over regulations dealing with strikes, lockouts or picketing. No court can hear an appeal relating to a Board decision, nor are the courts able to issue injunctions restraining people from striking, locking out or picketing. These powers rest with the Board. Exceptions could be made where a court is of the opinion that failure to issue an order would constitute an immediate and serious danger to life or health. But no court can enjoin, relating to a labour dispute, upon an ex parte application. The Board has exclusive jurisdiction to decide the extent of its jurisdiction under the sections of the Act that outline its powers, and has the exclusive right to determine any question of fact or of law necessary to establish that jurisdiction.

Unfair Labour Practices

Alberta adopted a number of new unfair labour practices, which are generally similar to the legislation of many of the provinces and Part V of the Canada Labour Code. Employers are now prohibited from discriminating against a person for trade union membership or for the exercise of other rights guaranteed by the Act. For the first time, the Act applies the latter prohibition to trade unions in their dealings with present or prospective members.

Under the new Act, an employer cannot discriminate in employment against, and a trade union cannot require an employer to terminate the employment of, any person because he has been expelled or suspended from union membership for any reason other than failure to pay uniformly required dues and assessments. The Act also provides that an employer cannot bargain collectively with a trade union where another union is the bargaining agent.

Similarly, a trade union cannot compel an employer to bargain if the union is not the bargaining agent for his employees or if another union has acquired bargaining rights.

An employer may not suspend, discharge, penalize or otherwise discipline an employee because that employee refused to perform all or some of the duties of another employee who is participating in a legal strike. Similarly, a trade union may not suspend, expel or discipline a member by a discriminatory application of the rules or because that member refused to perform an activity contrary to the Act.

A union member may not make a complaint to the Board against his union regarding certain unfair practices until he has presented a grievance or appeal to the union in accordance with a procedure established by the union and to which he has been given ready access. However, the member will be able to make a complaint to the Board where the trade union has dealt with the grievance or appeal in a manner unsatisfactory to the complainant or has not dealt with it in six months.

The Board will retain on over-riding discretion to hear the complaint where a grievance or appeal to the union has not been presented, and where the Board is satisfied that the matter should be dealt with without delay or the trade union has not given the complainant ready access to the grievance or appeal procedure.

On receipt of a complaint, the Board may assist the parties to settle the complaint and, where it does not do so or the complaint is not settled, it must hear and determine the matter. It may refuse to hear a complaint where the matter could be referred to an arbitrator or arbitration board under a collective agreement.

The powers of the Board to deal with unfair labour practice complaints have been increased and clarified. In settling a complaint, the Board may specifically order an employer or trade union to resind any disciplinary action taken against, and pay compensation to, an employee or person affected by the matter complained of. In addition, the Board may order a trade union to reinstate or admit a person to membership, if that is the subject of the complaint.

In addition to the former provisions, British Columbia's Act forbids employers to suspend, transfer, lay off, or otherwise discipline an employee for union membership or activities. The Act also specifically forbids employers to make use of "professional strike breakers" — i.e., a person who is not a party involved in a dispute whose primary object in the opinion of the Board is to prevent, interfere with, or break up a lawful strike. If employees reside on the property of the employer, a duly authorized representative of a trade union may, under the direction of the Board, enter the property for the purpose of attempting to persuade employees to join a trade union.

Any collective agreement that is signed outside the province is invalid unless and until one of the parties notifies the Board and the other party of its acceptance and the Board declares that the agreement is valid.

A trade union, a council of trade unions or an employers' organization must give representation in a manner that is not arbitrary or discriminatory. If after receiving a written complaint, and after investigation it is established that an act of unfair labour practice has been committed, the Board may order the offender to cease the unfair practice. In addition, an employer may be ordered to rectify, reinstate and pay compensation to an employee.

On an inquiry by the Board into a complaint against the employer, the burden of proof rests with the employee that he did not contravene the Act. Where an employer has been found, after inquiry, guilty of performing unfair labour practices, the Board may now include in its order a 30-day freeze period (which can be extended to 60 days) directing the employer not to alter wages, terms or conditions of employment of those employees affected by the order.

Bargaining Rights

In British Columbia, where no collective agreement is in force, a trade union can apply for certification if it has at least 35 per cent of the employees in a unit as members in good standing. If a previous certification has been granted, and no agreement is in force, another union may apply six months after the date of the previous certification or on an earlier date with the consent of the Board. The Board must direct a representation vote if it finds that between 35 per cent and 50 per cent of the employees are members in good standing. However, if the Board is of the opinion that a representation vote would not disclose the true wishes of the employees, it may grant a certification upon condition that certain prerequisites are fulfilled for up to 14 months. Failure on the part of the union to meet these conditions results in a cancellation of the certification.

Where a collective agreement is in force, a union claiming to represent a majority of employees in the unit may apply to the Board during the seventh and eighth month that the agreement is in force. An application may be made at any time by a trade union, if it is not certified with respect to employees covered by the agreement.

Provisions are made for a union to apply for certification in a multi-employer unit if it has the consent of the majority of employees in that unit. In addition, the employees in the unit must be members in good standing in the applicant trade union. The Board must hold a hearing and give all concerned parties the opportunity to make submissions. A mandatory vote must be held and the result determined by total number of employees voting.

A trade union may request a representation vote before the Board has determined the appropriateness of a bargaining unit. The Board may then determine who may vote. If it is found that not less than 35 per cent of the employees in the unit were members in good standing of the union at the time of application, the Board may then direct that a representation vote be taken. The granting of certification is determined by a majority of those voting. If certification is not granted, at least 90 days must elapse before the union can reapply. Supervisory employees may be certified and in certain cases may be included in a bargaining unit of non-supervisory employees.

The Board may also vary a certification to include dependent contractors. A dependent contractor is defined as an individual, whether employed by a contract of employment or not, or whether furnishing his own tools, vehicles, equipment, machinery, material, or any other thing or not, who performs work or services for another person for compensation or reward on such terms and conditions that he is, in relation to that person, in a position of economic dependance upon, and under an obligation to perform duties for, that person more closely resembling the relationship of an employee than that of an independent contractor. A consent of the majority of dependent contractors is needed to be included in the bargaining unit.

The legislation directs the Board not to certify a trade union as a bargaining agent where the Board is satisfied that the trade union is employer dominated or if it discriminates against any person contrary to the British Columbia Human Rights Act.

In line with the current trend, the Act introduces provisions dealing with the sale, lease or transfer of a business. In such cases, any proceedings that began before the transfer continue as if no change has occurred; if a collective agreement is in force, that agreement continues to be binding. With all questions arising under successor rights and obligations, the Board is to determine what rights, privileges and duties have been acquired or retained.

The Board, on application of one or more trade unions or on its own motion, may certify a council of trade unions or vary a certification by substituting for a trade union or unions a council of trade unions as bargaining agent for the unit. No constituent union can withdraw from the council of trade unions until it obtains consent from the Board and follows certain procedures outlined in the Act. Accreditation provisions of this Act remain unchanged. However, new provisions stipulate that an employers' organization cannot refuse or terminate a membership unless, in the opinion of the Board, it is for a fair and reasonable cause. In addition, no unreasonable or discriminatory charges, dues, initiation fees or assessments may be levied against a member.

Collective Bargaining Procedures

In British Columbia, where notice to begin collective bargaining has been given and no collective agreement is in force, the employer is forbidden to alter wages or conditions of work (unless for just cause) for four months after union certification or until a collective agreement is executed. Either party to a collective agreement may, at any time within four months of expiry date, notify the other party to commence bargaining. If no notice is given, then both parties shall be deemed to have given notice 60 days prior to the expiry date. Bargaining shall commence within 10 days after the date of notice.

Extra-provincial companies must appoint a resident of the province to bargain, conclude and sign an agreement on behalf of the company. If no appointment is made, the Minister may appoint a resident for the company.

During collective bargaining, either party may request the Minister in writing to appoint a mediation officer. The Minister may on his own initiative, where he feels that it will contribute to more harmonious industrial relations, appoint a mediator. The mediator must within 10 days of his initial meeting with the parties or within 20 days of his appointment, whichever is the lesser, make a report to the Minister of matters that the parties have or have not agreed upon.

In instances where a certified agent and employer are unable to conclude their first collective agreement, either party may request the Minister to direct the Labour Relations Board to conclude the agreement. If the Board settles the contract, the agreement is binding on both parties for a period of one year, unless they both agree in writing to vary any or all of the terms and conditions.

Firefighters, policemen and hospital workers have the right to strike. However, these employees may submit the dispute to voluntary arbitration which is binding on both parties.

In Alberta, conciliation proceedings remain basically the same, although time limits for appointments, settlements and producing of recommendations are extended. If the conciliation commissioner fails to settle a dispute, he can now make one of three proposals: that a conciliation board be appointed; that his own recommendations be referred to the parties to accept or reject; or that the parties decide whether to strike or lockout.

Recommendations of the commissioner or board can either be accepted or rejected by the bargaining agent or the employers' organization. Previously a formal vote by secret ballot was conducted. If the recommendations are rejected, the employers' organization or union can notify the Board of Industrial Relations that it wishes a strike or lockout vote supervised. The result of the vote is determined on

the basis of a majority of those persons who actually vote. Formerly the outcome of the vote was determined on the basis of those who were eligible to vote.

Collective Agreement Arbitration

Mandatory binding arbitration is provided for differences arising out of a collective agreement in British Columbia. If the collective agreement is silent on this matter, the Act contains provisions for binding arbitration which apply automatically.

However, at any time prior to the appointment of an Arbitration Board, either party may request the Board in writing to appoint an officer to assist in settling the matter. The Board may appoint an officer or may itself inquire into the difference. After holding an inquiry the Board may make an order that is final and binding on the parties, or may refer the matter back to the parties, who then shall follow the provisions of the Act with regard to arbitration procedures.

The Arbitration Board must hear and determine the difference and issue an award in writing; this decision is final and binding upon the parties and upon any employee affected by it. This decision must not alter, amend or change the terms of the collective agreement, the exception being the substitution of such other penalty as seems just and reasonable to the Board for the discharge or discipline of an employee by an employer for cause if the collective agreement does not contain a specific penalty.

An Arbitration Board may request the Supreme Court to determine any question of law arising in the course of the proceedings.

The Court of Appeal may set aside a decision or stay the proceedings of an Arbitration Board if: the arbitrator misbehaved or was unable to fulfill his duties; there was an error of law affecting the jurisdiction of the arbitration board, or there was a procedural error resulting in denial of natural justice.

All decisions of Arbitration Boards shall be, within 10 days, filed with the Minister and available for public inspection.

If there is failure to comply with an Arbitration Board's or Labour Relations Board's award, it may be filed, after 14 days from the date of the award, with the registry of the Supreme Court. The award then becomes a judgement of the Court and enforceable as such.

The Alberta Labour Act provides for mandatory compulsory arbitration of differences arising out of a collective agreement. If the collective agreement is silent on the matter, then the Act contains procedures for binding arbitration that apply automatically.

The Arbitration Board must hear and determine the difference and issue an award in writing. The decision is final and binding upon the parties and upon any employee affected by it. This decision must not alter, amend or change the terms of the collective agreement, the exception being the substitution of such other penalty as seems just and reasonable to the board for the discharge or discipline of an employee by an employer for cause if the collective agreement does not contain a specific penalty.

No award or proceeding of an arbitrator, Arbitration Board or other body shall be questioned or reviewed in any court, and no order made or process entered in any court to question or otherwise restrain the proceedings of the Arbitration Board. The decision or proceeding of an Arbitration Board may be questioned or reviewed by way of an application for *certiorari or mandamus* if filed within 20 days of the issuance of the award.

Failure to comply with an Arbitration Board's award may be followed after 20 days from the date of award with a filing of the award with the Clerk of the Court. The award then becomes a judgement of that Court (in the judicial district where cause of proceedings arose).

Voluntary Collective Arbitration Board

Alberta provides that the parties to a dispute may agree in writing to request the Minister to appoint a conciliation commissioner and that, if the commissioner fails to effect a settlement, the matter will be referred to a Collective Bargaining Arbitration Board whose decision will be binding. If the commissioner fails to effect a settlement, he shall report to the Minister on the matters still in dispute.

The Minister will then notify the parties to appoint, within 10 days, a person to act as a member of a Collective Bargaining Arbitration Board and these two persons shall appoint, within 5 days of the second appointment, a third person to act as chairman. If no chairman is appointed, the Minister must appoint a chairman on request of either party to the dispute.

The functions and procedural powers of the board are the same as those of a Conciliation Board. If there is no settlement within 20 days or an extended period of time, the board must make an award dealing with all matters in dispute. The award of a Collective Bargaining Arbitration Board is binding and must be included in the terms of a collective agreement.

Strikes, Lockouts and Picketing

In British Columbia, as was the case under the Mediation Commission Act, if a settlement is not reached, employees may strike, provided that a strike vote has been taken and the employer has been given 72 hours' written notice. Where a mediation officer has been appointed, the trade union must have been advised by the Minister that the mediation officer has made his report to the Minister. Similar requirements are laid down with respect to lockouts. A notice of strike or lockout frees the other party from the obligation to give notice. As before, no strike or lockout is permitted during the life of a collective agreement.

Picketing is permitted at any employer's place of business that is legally struck or locked out. It is also allowed wherever the struck employer does anything forming part of the operation of his business, unless the operations are under a collective agreement and the Board prohibits the striking union from picketing. A union legally on strike against one employer may also picket another employer who, in the opinion of the Board, is an "ally" of the struck employer. An ally is defined as a person who, in combination or in concert, or in accordance with a common understanding with the employer, assists an employer in a lockout, or in resisting a lawful strike. And unless he proves otherwise, an ally of an employer is a person who performs work, supplies goods or furnishes services that would ordinarily be carried on by the struck employer.

In situations where two or more employers carry on a business or operation at a common site, the Board of its own initiative or upon an application may reasonably restrict or confine the picketing of the involved employer. Any contravention of these sections may result in an order from the Labour Board ordering the party to refrain from such action as well as to observe certain conditions.

A strike or lockout in Alberta cannot commence until 14 days after the date the Minister has informed the parties of the recommendations of the conciliation commissioner or conciliation board. If the Minister accepts the commissioner's proposal that the parties decide whether to strike or lockout, the same time interval applies.

A vote must be taken of the members and, as previously, notice of not less than 2 working days must be given befor the start of a strike or lockout.

Where a strike or lockout involves an employers' organization, the employers on whose behalf the organization bargains collectively must all be struck or must all lock out.

The union may make individual settlements with members of an unregistered employers' organization at any time after a strike or lockout begins. As before, in the case of a registered employers' organization, individual settlements may be made after a strike or lockout has been in effect for 60 days. Individual settlements made in contravention of the provisions are void and of no effect.

Spin-off Provisions

Although the provisions of the former Alberta Labour Act regarding successor employers and trade unions have been retained, an important new section dealing with "spin-off" companies has been added. The Board of Industrial Relations may declare more than one corporation, partnership, person or other association or any combination of these as being one employer for the purposes of Part IV of the Act. This decision may be taken in cases where the Board judges that related activities or business are being carried on by more than one person, partnership, corporation, association, or combination of these, under common control.

An impetus to the adoption of this new provision was the problem of employers evading their duties under a registration by setting up new companies that would not be bound by the registration.

Technological Change

Under the new Labour Code of British Columbia every collective agreement must contain provisions for arbitration, without stoppage of work, with regard to technological change. If no such provisions are present in the collective agreement, the Minister, after investigating the matter, may prescribe provisions binding on all persons subject to the agreement.

If the Arbitration Board decides that the employer has introduced or intends to introduce a technological change, the Board shall inform the Minister and make one or more of the following orders:
(1) that the change be made in accordance with the terms

of the collective agreement unless the change alters significantly the basis upon which the collective agreement was negotiated;
(2) that the employer not proceed with the technological change for such period, not exceeding 90 days as the Arbitration Board considers appropriate;
(3) that the employer reinstate any employee displaced by reason of the technological change;
(4) that the employer pay to that employee such compensation in respect of his displacement as the Arbitration Board considers reasonable;
(5) that the matter be referred to the Board.

If the matter is referred to the Board, the Board may recommend to the Minister that a special officer be appointed or may order the parties to commence bargaining for the purpose of revising the provisions of the agreement relating to technological change.

Labour Ombudsman

A new feature of the Act is the appointment by the Lieutenant-Governor in Council of a "Labour Ombudsman". The ombudsman has the right to hear individual complaints related to Acts administered by the Minister of Labour. After investigating a complaint, the ombudsman shall make recommendations in writing to the party concerned.

If satisfactory action has not taken place in due time, the ombudsman can send a copy of his recommendations to the Minister and thereafter to the Legislative Assembly, or he may publish them in any manner that he considers advisable.

Special Officer

A "Special Officer" may be appointed in British Columbia by the Minister whenever there is, or may be, a dispute. This officer confers with the parties and has authority to hold hearings. He may make recommendations or order that the dispute be submitted to the collective agreement grievance procedure, or he may arbitrate the dispute himself. If he does arbitrate the matter, his order is binding and he may amend the collective agreement for a 30-day period. The Minister cannot use the Special Officer provisions of the Act more than twice for the same dispute or difference.

As did the former Mediation Commission Act, this legislation provides for the establishment of an Industrial Inquiry Commission to make inquiries into industrial matters in order to maintain and promote industrial peace.

Penalties

The new Labour Code of British Columbia did not contain any new penalty provisions, but Alberta substantially increased fines for contravention of the industrial relations section of its Labour Act.

An employer, employers' organization or trade union or their representative who causes an illegal strike or lockou or fails to bargain collectively as required by the Act is liable to a fine of up to $1,000 per day. Any other person who causes an illegal strike or lockout can be fined up to $10,000. Maximum fines of $10,000 for a corporation, employers' organization or union and $5,000 for an individual can be assessed by the courts for such offences as unfai labour practice and failture to comply with orders of the Industrial Relations Board.

In the next issue of *The Labour Gazette:* Labour Legislation in 1973 Part 6b: General Industrial Relations (Cont.) The Construction Industry, Special Groups and Emergency Legislation.

50 YEARS AGO

Retail food prices and wages for agricultural workers in Canada, trade disputes in India, and unemployment insurance in Poland were among topics discussed in the October 1924 issue of *The Labour Gazette*.

Retail food prices

Despite a substantial decline in the price of potatoes, food prices in the 60 cities surveyed across Canada rose due to seasonal increases. For an average family of five, the cost per week of a list of 29 staple foods was $10.28 at the beginning of September, compared with $10.19 in August. The same items had cost $10.46 in the same month of 1923, $10.28 in 1922, $11.82 in 1921, $15.95 in 1920, $13.31 in 1918, and $7.83 in 1914. There were slight declines in the cost of beef, evaporated apples, and tea. Prices of eggs, butter and lard advanced substantially, and there were smaller advances in the prices of fresh and salt pork, bacon, cheese, bread, flour and rolled oats. Including the cost of fuel and rent with that of foods, the average family's total was $20.65 at the beginning of September, compared with $20.57 in August and $20.97 in September 1923.

Wages in agriculture

Summaries of reports on employment and wages in various industries in Canada were prepared by the Dominion Bureau of Statistics and published from time to time in *The Labour Gazette*. In the October 1924 issue, a report appeared on "Wages in Agriculture." The wages paid to farm helpers during the summer season of 1922 were $59 for men and $39 for women, including board, the average value of which was $21 for men and $17 for women. The average value of wages and board for the whole year was $594 for men and $418 for women, compared with $669 for men and $449 for women in 1921. By provinces, the average wages for men and women for the 1922 summer season, including board, were: Prince Edward Island, $40 and $27; Nova Scotia, $50 and $29; New Brunswick, $53 and $32; Quebec, $53 and $29; Ontario, $57 and $37; Manitoba, $63 and $43; Saskatchewan, $64 and $46; Alberta, $64 and $45; British Columbia, $75 and $54.

Trade disputes in India

A bill for inquiry into, and settlement of, trade disputes was being considered in India by the Bombay Legislative Council. The general provisions of the bill, similar to the Industrial Disputes Investigation Act of Canada, made provision for courts of inquiry and for settlement of disputes by conciliation and arbitration. The rules for these courts were to be drawn up by the Governor in Council. Subject to such rules, the court of inquiry could enforce the production of books, papers, etc., require the attendance of any person, and take evidence on oath. Where a trade dispute existed or was expected, the Governor in Council could bring the parties together with a view to a settlement. If both parties consented, he would, moreover, refer any dispute to a single arbitrator or to a board that included representatives of both parties. According to the London *Times* the bill was held in abeyance at the instance of the Government of India, who wished to further all-India legislation, making arbitration practically compulsory.

Unemployment insurance in Poland

An act for "the insurance of the unemployed" came into force in Poland on September 1, 1924. It applied to all workers 18 years of age and over employed in industry, trade, transport, smelting and mining, and also to those engaged by other firms that employed at least six workers, even if these concerns were not working for profit. Non-manual workers and seasonal workers who were employed for less than ten months in the year were exempt from its operation. The insurance contributions were calculated at 2 per cent of wages paid: of this proportion, 0.5 per cent was deducted from the worker's wages and 1.5 per cent was paid by the employers. To receive unemployment benefits a person must have had permanent employment for at least 20 weeks in the year immediately preceding the unemployment and must notify the labour exchange within four weeks of the date of his discharge. He could not receive any benefits until 10 days after his application for assistance. The benefits paid were: 30 per cent of the normal wage for a worker who had to provide for himself alone, 35 per cent when a family of two had to be provided for, 40 per cent for a family of five, and 50 per cent for a family exceeding five in number.

Book Reviews

Trade Union Political Activity

Political Purpose in Trade Unions, by Irving Richter, George Allen & Unwin, London, 1973, 258 pp.

by DR. GARFIELD CLACK

There is always room for argument about how trade unions may best serve the interests of their members: whether they should emphasize the improvement of wages and working conditions through collective bargaining or look rather to the overall welfare of workers by changing the legislative and fiscal structure of society. A sharp contrast is sometimes drawn between the business unionism of labour in North America and the British labour movement's role in the erection and maintenance of a welfare state. This is the general topic of Professor Richter's book, and the study should be of special interest to those who are familiar with recent Canadian studies, such as Martin Robin's *Radical Politics and Canadian Labour,* Gad Horowitz's *Canadian Labour in Politics,* and David Kwavnick's *Organised Labour and Pressure Politics.*

Most of Richter's book is given to detailed descriptions of the political activities and connections of a selection of British unions: the two largest unions in the country, the AUEW and the TGWU, and a white-collar union that has grown rapidly in recent years, ASSET (now ASTMS). One chapter in the book discusses briefly the American unions' political purpose and methodology.

Taking the period following World War II for detailed study, Professor Richter sets out to show how the British union leadership "altogether abjured political action in a substantive, or programmatic, sense. The leaders felt that they could continue to conduct pure and simple unionism successfully without significant involvement in national economic and political policy formation. Second, although they maintained the historic alliance with the Labour Party and indeed, beginning in the early 1950's, greatly expanded that commitment at the Parliamentary Party level, they did *not* rely on it either for their conventional bargaining function or for broad social policy purposes".

Richter suggests that the British union leaders acted in the political arena to retain the alliance with the Labour Party as a sort of insurance policy to protect the bargaining system, to keep their image and security as leaders intact vis-à-vis the memberships, and to ensure a Labour Party that would not intrude into the traditional bargaining system. Having achieved their main political ambitions — legalization and government support for full employment — the British unions were satisfied with the status quo.

Richter concludes that, as in Britain, the American unions have not sought far-reaching socio-political change, but have been nonetheless very purposefully engaged in political action. This action grew primarily out of the unions' perceiving that their traditional bargaining systems were being menaced by legal attacks. The main objective was to ward off, and then to repeal or amend anti-labour laws. Only by such means could bargaining goals be realized. The overriding objective during these postwar years has been to maintain the traditional collective bargaining system characteristic of pure and simple unionism. Although the AFL-CIO did become a powerful voice in Washington, its 'social conscience' work was distinctly ancillary, and on substantive political matters it remained responsive to the narrow trade union objectives of its most powerful affiliates. Richter notes that "the direct costs of these policies would appear to include the loss of its largest affiliate, a continued inability to raise the percentage of the labour force in unions, and finally, the alienation of a large sector of labour's traditional political allies."

Professor Richter, having had a union background, has produced a study whose strength lies not only in the importance of the topic but also in an evident feel for the situation. A good deal of reliance has been made on personal observation and discussion with union people. He is not afraid of making judgments. The strength of this approach, in the feeling of reality which the reader obtains, is also a weakness. Detail can be frustrating, if not confusing, for those without a considerable knowledge of the British labour movement, its recent history and personalities.

But to have avoided this problem would have required a much longer book; Richter has produced a fascinating account for those familiar with his subject.

forum

Price Controls Possible

"The cool response given to the proposal for wage and price controls in the [July 8] federal election might be taken to mean that incomes policy is a dead issue in Canada. But this may well be an incorrect interpretation of the election results... A majority government with a four-or five-year mandate is in a good position to resort to measures that would normally be thought to be too unpopular...E. Wayne Clendenning, economic advisor to Richardson Securities of Canada, for example, says Canadians cannot ignore the possiblity that price and income controls will be introduced sometime in 1975. In a midyear review of the economy, Mr. Clendenning says that with a majority government now in power, it is likely that a more determined effort will be made to restrain demand as part of an anti-inflationary policy approach, but this is unlikely to provide a complete or lasting solution. ...Neither official policies of restraint nor flagging world demand for commodities are likely to have more than a limited effect on Canadian inflation this year, although there are prospects for some improvement in the first half of 1975. 'Later in 1975, however,' said Mr. Clendenning, 'cost-push factors arising from the large wage settlements of 1974 and early 1975 are likely to threaten another upswing in the inflation rate. Under these circumstances, the new Liberal Government could very well resort to price and income controls of some type...'." (Ronald Anderson, *The Globe and Mail,* August 22, 1974.)

Births vs. Wealth

"Bucharest — Under the blue-tiled roof of the great hall in the Palace of the Republic here, the baby plan will battle the wealth plan....These are the two main opposing factions among the 6,000 delegates to the United Nations world population conference. The baby plan, in its crudest form, is the argument from rich western nations that poor, non-white nations must first stop having more children before they can improve their living standards. The wealth plan, also simplified, is the retort... that prosperity is the best contraceptive: Birth rates will fall only when greedy developed nations stop their exploitation and share the world's wealth more equitably. And while the discussion wages [for two weeks] an extra three million will be added to the guests at the global banquet, as Pope Paul once called it...No matter what happens at the conference, the population of the world will double to 8 billion by the year 2000, barring war or famine. Three quarters of these new arrivals will be in the poor, euphemistically called less developed nations, least able to supply the hospitals, schools and jobs required. They will arrive, not because mankind is breeding like rabbits, but because we are no longer dying like flies....If the U.N. conference is a failure — if the two armies battle rather than negotiate — then the outlook is grim indeed. Immense pressures will be generated by an outpouring of further billions... for which the world is not prepared. The change could be bloody and sudden as poor nations, frustrated by oppression, wrestle wealth, food and land from rich, less-peopled nations. The outlook isn't good for success." (Peter Calamai, Southam News Services, in *The Gazette,* Montreal, August 20, 1974)

Petty Chiselers

"Petty chiseling (in the federal Government's Treasury Board) seems to be the order of the day. It seems certain that the so-called policy makers in the Treasury Board who pull the strings on TB negotiators are obsessed with making 'brownie points' on every settlement. This petty chiseling is done in the face of growing employee discontent; for the saving of a few nickels and dimes, the employer is going to pay in dollars when it comes to employee morale... The Treasury Board bureaucracy has become a power centre in government which overshadows all others; decisions that were once the inalienable right of the Government of the country are now being made by the bureaucracy as the principle of accountability continues to be eroded. I have little doubt that government wishes to maintain and increase a healthy collective bargaining relationship with its employees. But if it continues to allow the Treasury Board bureaucracy to make policy when it should be limited to administration, then both the country and our members are in for some tough years ahead. If Treasury Board can take the collective bargaining policy of the Government and so distort it...by the reprehensible practice of playing

games instead of negotiating, its time that the whole collective bargaining procedure was re-examined." (Bill Doherty, in The Argus-Journal, (PSAC) July-August, 1974.)

Federal Power

"Ottawa, threatening legislation to stop a lockout of west coast grain handlers, is using federal power as it should to prevent labour disruptions that could hurt the national interest-...Grain exports are such an important factor in the total Canadian economy that the conduct of any essential component of the business is a matter of national interest...Justice Minister Otto Lang, minister responsible for the Canadian Wheat Board, has told the companies that if they don't accept the conciliation report, the Government will pass legislation forcing them to adopt the terms. It is a forthright, no-nonsense order from a government with the strength to enforce its will. Canadians rightly would be appalled at government intervention in every labour dispute in the land, but they expect decisive action to head off breakdowns in services that are clearly essential to national well-being...Too often in the past, the federal Government has been lax or negligent in speaking up for labour disputes' helpless victims, the Canadian public. Mr. Lang's ultimatum to the Vancouver grain companies is the action of a government living up to its responsibility." (Editorial, *The Hamilton Spectator,* August 19, 1974)

Birth Dearth

"Perhaps the single most important new fact of recent statistical vintage is that, in America, the population explosion has ended ...And there is every indication that having ended, it will stay ended. The baby boom has been replaced by a birth dearth. Although the dearth will not cure all the ills that were wrongly attributed to the explosion, its effect will be quite salutary. In the years to come, it may well prove to be the single greatest agent of an ever-increasing ever-wealthier middle class in America." *The Real America* by Ben J. Wattenberg. In press. Quoted in *Business Week,* July 13, 1974)

MP Salaries

"Our new MPs are talking about a pay raise when Parliament meets this fall. And one of the certainties of Canadian politics is that if legislation is proposed to hike the rate above the $18,000 a year plus $8,000 tax-free allowance fixed in 1971, there will be cries that 'they're raising their own salaries.' There are two things to be said about that. One is that, if a raise is warranted, there's nobody else who can give it. The other is that if good people are going to be attracted to Ottawa, the compensation has to be worthwhile. The days are long gone when Parliament met only a few months a year and members could carry on other careers outside; few manage it nowadays...It's about time a better and more routine way is found of adjusting MPs' pay...For a start, the pay scales should be reviewed at intervals that are not so long as to make any catchup raise stagger the voter...And while they're at it, the MPs ought to do away with the tax-free part of their remuneration. They're entitled to out-of-pocket expenses, but tax-free allowances put them in a different catagory from most ordinary mortals. For that, there's no justification." (Editorial, *The Toronto Star,* August 20, 1974)

Australian Unemployment

"Just a month after it re-elected Gough Whitlam's government, Australia has become disillusioned with it. The country is barreling towards an annual inflation rate of 20 per cent and an unemployment rate of 3 per cent. While the people might be able to forgive the Labour Government for allowing the economy to get out of hand, they will regard any increase in the present 1.3 per cent rate of unemployed as an outright betrayal. It was only 19 months ago that the Liberal party was unseated because it had allowed 2.14 per cent of the 5 million-strong workforce to become unemployed...A jobless rate of only 3 per cent would be welcomed in any of the world's developed countries as a level of full employment, but in Australia, which has a history of manpower shortages, any government that seriously considers the possibility is committing political suicide. Flushed with military victory, economic prosperity and full employment following World War II, Australians boasted of their "lucky country". Full employment became a rallying call for all political parties...With few exceptions, the Australian version of full employment has meant a jobless figure of between 1 and 1.5 per cent of the workforce...The new standard for full employment...appears to be settling at about 1.7 per cent. It is believed that even at this level, the number of job vacancies will continue to outstrip job seekers, thus maintaining an unbroken 25-year record." (John Jukes, *The Toronto Star,* August 15, 1974)

Conflicting Codes

"The federal labour code was drawn up essentially for two reasons: to regulate working conditions in such areas as interprovincial transportation and to maintain proper standards on national projects in jurisdictions where controls might be below the general norm. Unfortunately, particularly in Quebec, there have been expensive cases of jurisdictional conflict with both employers and unions seizing on differences between the federal and provincial codes as they suit convenience. Work at Mirabel Airport has been involved on at least two occasions. Since it is a federal undertaking, contractors have argued they are subject only to federal regulation. Quebec unions, equally understandably, contend that since the work is being done in Quebec, they should not be deprived of [pension and compensation] benefits available under provincial law...It is the sort of conflict which should be ironed out

eedily between the federal and pro-ncial governments because the na-nal code was never meant to de-ive anyone of statutory benefits." ditorial, *The Montreal Star,* July 31, 74)

ver-education Problems

or at least the last quarter of a cen-y, more education for more people as seen as the key to national de-lopment and personal advancement d fulfillment...But in recent years in ny countries there is a surplus of alified men and women for the mber of jobs commensurate with ining. One result is that more and re employers are arbitrarily raising ir standards...But the aspirations d the job expectations of the em-yees have not changed, and they pect jobs at the level their educa-n would have brought them ear-...The dilemma is worldwide: people h levels of education which exceed opportunities. Western Europe has sponded by importing 7 million semi-lled and unskilled workers to fill s which would fall below the aspi-ions of the educated young in se countries. North America is ex-riencing extremely high rates of employment among disenchanted ucated youth looking for 'meaning-jobs...What is required is a funda-ntal change in attitude, both in the ucational system and in the labour tem. We should be prepared for me restructuring of the 'pecking or-' of jobs in respect to status and companying salaries and for an in-asing reduction in the vast spread incomes within and among profes-ns." (Reuben Baetz, Executive Di-tor of the Canadian Council on cial Development, and President of International Conference on Social lfare, speaking at the 55-nation nference held at Nairobi, Kenya, y, 1974)

e Wrong Target

e suggestion of a British Columbia inet minister that the province may move welfare recipients from areas of high unemployment to labour-short regions smacks nastily of forced labour. Human Resources Minister Norman Levi told a television interviewer: "I think we're going to have to proscribe certain areas in terms of low employability and say to people, if you stay in this area you have a limited amount of possibility to get welfare and then you must move on to an area where there's employment." Levi said the program would be aimed specifically at welfare families. They are precisely the wrong target, even if there were any merit to the idea in the first place... (About) 75 per cent of all people on welfare are considered unemployable. The vast bulk of them are single-parent families, predominantly a mother and child. It would do absolutely no good to move those welfare cases to a high employment area... The concept of moving people against their will about a province, or around a country, has no place in a compassionate, humane democracy." (Editorial, *The Toronto Star,* July 26, 1974)

Union Rivalry

"Not all of the labour troubles which have plagued the post office over the past few years can be blamed on disputes between employees and management. Some of them have resulted from clashes among the employees themselves, rivalry between various unions, or between factions within one union. That kind of problem has arisen again with the decision of the members of the Canadian Union of Postal Workers, which represents inside workers, to disaffiliate from the Council of Postal Unions, which groups all the bargaining agents for postal employees. ...The inside workers are deeply concerned at the moment with problems of automation and job security. The mail carriers have no such concern, since the post offfice has no plans to find machines to replace the men who walk the postal beat...The split threatens to harm the interests of both postal employees and postal customers. It will throw a roadblock in the way of the new contract negotiations, which were supposed to start in the autumn...Now, the unions face a long period of red tape over certification before bargaining can begin. In the present delicate state of labour relations in the post office, any move which puts new obstacles in the way of agreement can only damage the interests of all." (Editorial, *The Montreal Star,* July 25, 1974)

Coveted Employment

Artists, students, labourers, and a housewife are among thousands clamouring for coveted jobs — sweeping in the streets and gutters of San Francisco for $17,000 a year....The civil service commission has 750 inquiries and applications a day — but no openings. The city's 230 street sweepers already earn $12,000 annually. Next June, they will earn $17,000 because a provision in the city charter ties their salaries to those of construction and industry in the area. A police patrolman makes $14,000 a year after four years. "It's not such a bad deal," said one applicant, a 22-year-old college student who has studied business, criminology and physical education. "I couldn't come out of college and find a job that pays that much." A 24-year-old housewife and mother of two said she's applying because "it's good money. I am perfectly qualified for that job. As a housewife, I've got plenty of experience behind a broom." (Associated Press report in the *The Globe and Mail,* July 23, 1974)

Breakthrough Attacked

"'Beautiful' is how one government information officer described an arbitrator's award of a 15 per cent pay increase plus the full value of the year's cost of living increases on January 1, 1975, for a 27-month increase likely to reach 30 per cent. But there is no beauty in the eyes of those beholders called taxpayers, in light of the more than adequate salary scale that had

already been established for government information officers. If there is difficulty in attracting and holding talented people to do this type of work, the problem isn't money. It is job satisfaction and will continue to be so long as government defines the information function so narrowly. Taxpayers needn't regard this "breakthrough"...as a totally disastrous development. In fact, there can be advantages to the policy if it is used to remove the speculative element of future inflation from contract talks...Nonetheless, the idea that all employees deserve-or indeed, that the country can afford—contract settlements giving a healthy increase plus the cost of living increase must be resisted with intensity. Settlements of that order are the stuff of the runaway wage inflation that would propel Canada into a new spiral of higher prices and taxes even while costs of basic commodities were dropping." (Editorial, *The Ottawa Journal,* July 30, 1974)

The Wheel is Turning

"At a recent world population conference, Canada was accused of looting poorer countries of their professional people. It was a fair comment on an immigration policy which has, for a quarter of a century, favored highly-educated people and highly-skilled applicants. Not even national selfishness can justify the continuation of such a policy. The wheel of immigration has turned almost full circle, and this high-technology country is finding that it needs very much the same sort of immigrants who built it up in the first place—people willing to do manual labour and willing also to go to remote places to earn a living...There was a substantial increase in immigration in the first three months of this year...but with continuing expansion in the service industries, the demand is going to remain substantial. Government policy should accommodate it. Extra points should go to applicants willing to work and settle away from the great cities. It's an opportunity to combine virtue with necessity. We can and should stop depriving poor countries of their best-educated people. We can and should offer Canadian living standards and a stake in this country's future to surplus workers from many lands. Typically, they are prepared to do hard, dirty or remote work that most native Canadians are reluctant to take." (Editorial, *The Toronto Star,* July 26, 1974)

Leisure Time for Japan

"When Japan's corporate giant Mitsubishi introduced a five-day working week at its Nagaski shipyard recently, about 400 workers turned up on their first Saturday off and demanded that they be allowed to work. The shipyard management closed the gates of the plant and refused to let the workers into the workshops. So the workers held a rally in front of the main gates, shouting slogans and demanding a return to — of all things — the six-day week. It could only happen in Japan where the work ethic is so strong that most workers take little or none of their annual holidays. Nevertheless, despite complaints from some workers that reduced working hours will make them too soft, the Japanese Government is currently doing its best to encourage a universal five-day work week...Last year, 30 per cent of Japanese companies had some form of five-day week, compared with only 13 per cent the year before and 4.4 per cent the year before that...But the change is not coming easily to many Japanese, whose dedication to work has created the world's third most productive economy. Although surveys show that the majority of young people strongly approve of more leisure time, many middle-aged executives and workers are complaining that they don't know what to do with themselves." (Jack Cahill, *The Toronto Star,* August 7, 1974)

The Best of the West

"It seems that when the Egyptians pushed out their Russian advisers and brought in U.S. replacements, they really underwent a full conversion. Certainly, they've lost no time in picking up some of that down-home know-how to turn a fast buck. Word from the Middle East is that the largest advertising and public relations organization there is scouring the world looking for potential clients. The agency wants the clients to buy space on the huge, advertising billboards the Egyptians are planning to set up all along the Suez Canal. Apparently, the Egyptians figure they have a massive captive audience— all the passengers and crew of the thousands of ships that will be passing through the canal when it opens later this year. Otherwise, poor souls, they would have nothing else to look at but sand. And, as any apple-pie American will tell you, you don't just let an audience sit there; you sell it something. Anything. There's no guarantee for the safety of the billboards should another Arab-Israeli war break out. But at least the Egyptian agency is offering long-term contracts, so maybe things will be quiet there for a while." (*Financial Post,* August 10, 1974)

Office Etiquette

"A wide sampling of (American) secretarial attitudes shows that the typical one is no longer expected to be a "go-fer", running errands for the boss. Especially in the executive suite. Most secretaries, however, are quite willing to "go-fer" coffee or tea once in a while. Some 90 per cent answering a questionnaire considered such occasional favors part of the job. As one executive secretary commented when shown the national survey results, "Sure, I bring us both coffee in the morning. It's no big deal. He gives me the money. That helps." But another said: "Let them get if for themselves. I was hired to be a secretary and not a wife." Coffee procedures have changed to the point that now many executives see nothing degrading about bringing secretaries a cup of coffee or tea when the pressure of work gets too hard...The study was made by the General Foods institutional food services division. (UPI

story, from *The Toronto Star,* August 21, 1974)

Cliches No More

"The Association of Canadian Advertisers says that Canada's conversion to the metric system will mean big changes for the ad business. But it will also mean changes to standard cliches: -Peter Piper picked 8.81 litres of pickled peppers. -It hit me like 907 kilograms of bricks. -Beat him within 2.54 centimetres of his life. -All wool and 91.4 centimetres wide. -Give him 2.54 centimetres and he'll take 1.609 kilometres. -Hell's 2,023.5 square centimetres. -A decigram of salt. -He missed by 1.609 country kilometres. -Kilogram for kilogram he's the best. -Third down and millimetres to go. -He 2.54 centimetred his way along the parapet. -I'd walk 1.609 kilometres for a Camel." *Marketing Magazine,* July 22, 1974)

PRICES & EMPLOYMENT

Consumer, July

The consumer price index (1961 = 100) rose 0.8 per cent in July to 168.0 from 166.7 in June, and was 11.3 per cent above its level of a year ago. All major components advanced, but an increase of 0.9 per cent in the food index accounted for more than one third of the all-items rise, and an increase of 0.6 per cent for housing contributed another quarter. Recreation, education and reading advanced 2.2 per cent, and transportation rose 0.8 per cent. Among the remaining major components, health and personal care increased 0.4 per cent, and the indexes for clothing and for tobacco and alcohol each rose 0.3 per cent. The price level for all items other than food advanced 0.7 per cent in July.

Food

The food index rose 0.9 per cent to 190.2 in July, from 188.4 in June. Home-consumed food prices increased 0.9 cent, and the index for food eaten away from home advanced 1.3 per cent. More than one half of the increase in the home-consumed food index was because of a 2.7 per cent rise in beef prices. Most beef cuts recorded increases, but the price of hamburger declined for the fifth consecutive month to a level almost 16 per cent below its peak in Februrary. Pork prices advanced 3.1 per cent in July; the poultry index decreased 1.7 per cent and that for fish, 1.4 per cent. Lower quotations for potatoes, lettuce and bananas outweighed increases for apples, celery, carrots and onions. On average, the price of fresh vegetables decreased 1.4 per cent and fresh fruit, 1.2 per cent. The indexes for dairy products rose 0.3 per cent and for cereal products 0.5 per cent, but fats and oils advanced 1.2 per cent, mainly because of higher prices for margarine; among other foods, sugar rose 2.0 per cent to a level 132 per cent higher than a year ago. Other sugar-based products, such as jelly powders, jams and soft drinks, also rose in the latest month as did most frozen convenience foods. Between July 1973 and July 1974, the food index advanced 16.3 per cent — the price of home-consumed food rising 15.2 per cent and that for food eaten away from home 21.6 per cent.

Housing

The housing index rose 0.6 per cent to 166.5 in July from 165.5 in June as a result of increases in both the shelter and household operation components. Within shelter, the home-ownership index increased 0.5 per cent because of an increase in the mortgage interest index; rents advanced 0.3 per cent. The household operation components rose 0.9 per cent as higher prices were recorded for furniture, floor coverings, linens and draperies. Most household supplies increased, as did the price of domestic help. The housing index in July was 9.0 per cent above its level of a year ago.

Clothing

The clothing index advanced 0.3 per cent to 152.5 in July from 152.0 in June, and was 10.3 per cent higher than a year ago. Price increases were recorded for most apparel groups, but midsummer sales on some outer wear and sportswear items moderated the overall clothing increase. Footwear prices, on average, rose 0.5 per cent.

Transportation

The transportation index rose 0.8 per cent to 152.4 in July from 151.2 in June and was 11.5 per cent above its level of July 1973. Higher automobile insurance rates, mainly in Eastern Canada, were responsible for more than three quarters of the increase. New car prices rose 0.5 per cent in July, bringing the increase in this index to 6.5 per cent since last July. Gasoline prices declined 0.6 per cent in the latest month but were still 22.0 per cent higher than a year earlier. Among public transportation items, the train fares index recorded a seasonal increase and taxi fares advanced in Vancouver and St. John's.

Health and personal care

The health and personal care index advanced 0.4 per cent to 169.9 in July from 169.3 in June, and was 8.7 per cent higher than a year earlier. In the health care components, prescribed drugs rose 0.4 per cent, and among personal care supplies, important increases were recorded for toilet soap, hair preparations and cleansing tissues.

Recreation, education and reading

The recreation, education and reading index rose 2.2 per cent to 160.4 in July from 156.9 in June, and was 9.2 per cent higher than in July 1973. Most of the increase was because of generally higher prices for hotel and motel rooms and of increased newspaper subscription rates in several major cities.

Tobacco and alcohol

The tobacco and alcohol index rose 0.3 per cent to 143.9 in July from 143.5 in June, and was 5.5 per cent higher than in July 1973. More than four fifths of the increase was due to higher prices in several provinces for domestic wines.

Consumer price movements, reclassified by goods and services, give another view of the incidence of price change. In July, the total goods index rose 0.6 per cent, the main impetus coming from non-durables (that rose 0.9 per cent primarily because of higher prices for food and household supplies) and increased newspaper subscription rates. The index for durable goods rose 0.4 per cent mainly because of higher quotations for automobiles, furniture, floor coverings, boats and motors; semi-durable goods advanced 0.3 per cent because of higher prices for clothing and home furnishings. A rise of 1.0 per cent was recorded in the services index following increases in shelter, hotel and motel rates, automobile insurance and domestic help. Between July 1973 and July 1974, the total goods index advanced 13.0 per cent and that for services 8.1 per cent.

Wholesale, June

The general wholesale price index (1935-39 = 100) declined 0.2 per cent in June to 452.3 from the revised May index of 453.3. It was 23.0 per cent higher than the June 1973 index of 367.8. Three of the eight major groups declined and five showed increases. The vegetable products group index declined 2.7 per cent to 452.4 from the revised May index of 456.1 mainly because of lower prices for grains, livestock and poultry feeds, fresh fruits and vegetable oil products. The wood products group index decreased 1.1 per cent, to 558.2 from 564.1, with the most significant changes occurring for cedar, fir, hemlock and spruce. There were smaller decreases in the non-ferrous metals group. The chemical products group index rose 3.2 per cent to 318.3 from 308.5 primarily because of higher prices for explosives, soaps and detergents, inorganic chemicals, paint and paint materials. Increases in livestock and fresh meats were responsible for advances in the animal products group index of 2.1 per cent, to 483.7 from 473.9. The non-metallic minerals group index advanced 1.8 per cent, to 330.9 from 325.1 due mainly because of price increases in asphalt, petroleum and its products, and lime. Smaller advances were shown in the iron products group, (0.8 per cent) and in the textile group (0.6 per cent).

City consumer, July

Consumer price indexes rose in all regional cities and city-combinations in July with increases ranging from 0.5 per cent in Toronto to 1.1 per cent in St. John's. Food indexes advanced in all cities except Saint John. Prices were higher in most centres for dairy, bakery and cereal products, beef, pork, beverages and food eaten away from home; in many cities prices were lower for poultry, eggs and fresh produce. Housing components rose in all cities with increased shelter costs and higher prices for furniture, linens, draperies and household supplies. Clothing indexes rose in eight cities, were unchanged in three and declined in one. Prices were generally higher for footwear, women's lingerie, men's sportswear and underwear, and most items of children's apparel. Transportation rose in ten cities, reflecting generally higher prices for new cars and increased automobile insurance rates in several Eastern cities. Health and personal care components increased in eleven cities because of higher prices for pharmaceuticals and personal care supplies. Recreation, education and reading indexes advanced in all cities primarily because of higher hotel and motel rates. Tobacco and alcohol components rose in eight cities in response to increased prices for domestic wines.

Employment, July

As at July 20, the seasonally-adjusted employment level was 9,165,000, an increase of 69,000 over the previous month. Employment for persons 14-24 advanced by 32,000 to 2,412,000; for men 25 and over, it was 19,000, and for women in that age group, 3,000. Employment increased in all provences except Alberta and Nova Scotia where the decline was very slight. Full-time employment rose by 133,000 to 8,073,000 and part-time employment declined by 65,000 to 1,108,000.

Unemployment

Seasonally-adjusted national unemployment increased by 27,000 to 492,000 in July. The level for persons 14-24 was 238,000, an increase of 21,000. Provincially, unemployment was unchanged in Nova Scotia and declined in Newfoundland, Manitoba, and Saskatchewan. In the remaining provinces, unemployment increased. By duration, unemployment of three months or less increased by 45,000 to 336,000 in July; unemployment of four months or more declined by 17,000 to 155,000.

Unemployment rate

The seasonally-adjusted unemployment rate for July, at 5.1, was 0.2 higher than in June. It increased by 0.2 in New Brunswick, 0.3 in Quebec and Alberta, 0.4 in Ontario and 0.8 in British Columbia. It decreased by 0.3 in Saskatchewan, 1.4 in Manitoba, and 3.6 in Newfoundland. The rate for Nova Scotia was unchanged.

Participation rate

The seasonally-adjusted participation rate increased by 0.3 to 58.1 in July. It increased in all provinces except Nova Scotia, Manitoba and Alberta, where it declined. The rate for persons 14-24 increased by 1.0 to 55.1 following five successive declines.

The labour force (unadjusted for seasonality) was estimated at 10,140,000 in July; 9,675,000 were employed and 465,000 were unemployed. The unemployment rate was 4.6 and the participation rate was 61.1. The unadjusted unemployment rate for students 14-24 was 6.1 in July, compared with 5.8 a year earlier. The respective participation rates were 49.7 and 45.8.

During July the Minister of Labour appointed Conciliation Officers to deal with the following disputes:

Lakehead Harbour Commission, Thunder Bay, Ont., and Lakehead Harbour Police Association (Conciliation Officer: A.E. Koppel).

Trailways (Travelways) of Canada Limited, Thornhill, Ont., and Canadian Brotherhood of Railway, Transport and General Workers (representing a unit of bus drivers working in and out of Georgetown, Ont.) (Conciliation Officer: K. Hulse).

United Press International of Canada Ltd., and Canadian Wire Service Guild, Local 213, the American Newspaper Guild (Conciliation Officer: G.R. Doucet).

Canadian Pacific Air Lines Limited, Vancouver, B.C., and Hotel and Restaurant Employees and Bartenders Union, Local 16 (Conciliation Officers: D.H. Cameron and G.W. Rogers).

Giant Yellowknife Mines Limited, Yellowknife, N.W.T., and United Steelworkers of America, Local 803 (Conciliation Officers: D.H. Cameron and G.W. Rogers).

Zenith Transport Limited, Burnaby, B.C., and General Truck Drivers and Helpers, Local 31 (Conciliation Officers: A.A. Franklin and G.W. Rogers).

Aero-club de Montréal, St. Hubert, Qué., and le Syndicat des employés de l'Aero-club de Montréal (Montreal Flying Club) (CSN) (Conciliation Officer: G.R. Doucet).

Radio Nord Inc. (CKRN-TV, CKRN, CKVD, CHAD) and Radio La Sarre Inc. (CKLS), Rouyn, Qué., and National Association of Broadcast Employees and Technicians (Conciliation Officer: J.J. de Gaspé Loranger).

Pacific Pilotage Authority, Vancouver, B.C., and Canadian Merchant Service Guild (representing a unit of employees classified as launchmasters and launch-engineers) (Conciliation Officer: G.W. Rogers).

Rebel Transport Limited, Edmonton, Alta., and General Teamsters, Local 362 (Conciliation Officer: G.W. Rogers).

Okanagan Radio Limited, Penticton, B.C., and The Association of Commercial and Technical Employees, Local 1707 (CLC) (Conciliation Officer: G.W. Rogers).

Canadian Overseas Telecommunication Corporation, Montréal, Qué., and Telecommunications Workers Union, Local 1653 (CLC) (representing a unit of office and clerical employees) (Conciliation Officer: G.R. Doucet).

Pacific Western Airlines, Vancouver, B.C., and International Association of Machinists and Aerospace Workers, Lodges 1500 and 1681 (representing a unit of employees classified as loadmasters) (Conciliation Officer: D.H. Cameron).

Canadian Broadcasting Corporation, Montréal, Qué., and Le Syndicat général du cinéma et de la télévision (CNTU) (section Radio-Canada) (Conciliation Officer: G.R. Doucet).

Settlements by conciliation officers. Lakehead Harbour Commission, Thunder Bay, Ont., and Lakehead Harbour Police Association (Conciliation Officer: A.E. Keppel) (see above).

Cominco Limited (Con and Rycon Property), Yellowknife, NWT, and United Steelworkers of America (Conciliation Officer: D.H. Cameron) (LG, Sept., p. 667).

Soo-Security Motorways Ltd., Winnipeg, Man., and Teamsters Locals 979, 990, 395 and 362 (Conciliation Officer: A.E. Koppel) (LG, Aug., p. 583).

Dominion Catering Limited, Yellowknife, NWT, and United Steelworkers of America, Local 803 (Conciliation Officer: G.W. Rogers) (LG, Aug., p. 583).

Kingsway Dalewood Limited, Winnipeg, Man., and General Drivers, Warehousemen and Helpers, Local 979 (Conciliation Officer: A.E. Koppel) (LG, Aug., p. 583).

Chapman Transport Ltd., North Vancouver, B.C., and Teamsters Locals 31 and 213 (Conciliation Officer: D.H. Cameron) (LG, Aug., p. 583).

Transair Lmited, Winnipeg International Airport and Canadian Air Line Pilots Association (settlement reached by parties prior to commencement of conciliation officer's meetings) (LG, Aug., p. 583).

G. Gagne Transport Ltée, Ville Vanier, Qué., and Le Syndicat National des Employés de L'Alimentation en gros de Québec (Conciliation Officer: S.T. Payne) (LG, July, p. 531).

Conciliation commissioner appointments. Allied Aviation Service Company of Newfoundland, Limited, Gander, Nfld., and International Association of Machinists and Aerospace Workers; Brotherhood of Railway, Airline and Steamship Clerks, Freight Handlers, Express and Station Employees (Conciliation Commissioner: Lorne O. Clarke, Q.C.) (LG, Sept., p. 667).

ITT Canada Limited, (Technical and Support Service Division, Ottawa, Ont., and International Brotherhood of Electrical Workers, Local 2228 (Conciliation Commissioner: Judge J.C. Anderson) (LG, Sept., p. 667).

Niagara Falls Bridge Commission, Niagara Falls, Ont., and Teamsters Local 879 (representing two bargaining units comprising (1) toll captains and (2) permanent employees classified as toll collector, maintenance, janitor-handyman, janitress and traffic director) (Conciliation Commissioner: Thomas C. O'Connor) (LG, Sept., p. 667).

Canadian Freightways Limited, Calgary, Alta., Loiselle Transport Limited, Vancouver, B.C., and Millar and Brown Limited, Cranbrook, B.C., and Teamsters Locals 31, 213, 362, 979 and 395 (Conciliation Commissioner: Hugh G. Ladner) (LG, Aug., p. 583).

Alltrans Express Ltd., Burnaby, B.C., and Teamsters Locals 362, 213, 979 and 31 (Conciliation Commissioner: Hugh G. Ladner) (LG, Aug., p. 583).

Nordair Limited, Montreal International Airport and International Association of Machinists and Aerospace Workers, Lodge 2309 (representing employees of the Maintenance, Traffic, Operations and Stores Division) (Conciliation Commissioner: Pierre Dufresne) (LG, Aug., p. 583).

Borisko Brothers (Québec) Limited, Dorval, Qué., and Cartage and Miscellaneous Employees Union, Local 931 (Conciliation Commissioner: Judge Maynard B. Golt) (LG, Aug. 1973, p. 560).

Conciliation commissioner reports received. Allied Aviation Service Company of Newfoundland, Limited, Gander, Nfld., and International Association of Machinists and Aerospace Workers; Brotherhood of Railway, Airline and Steamship Clerks, Freight Handlers, Express and Station Employees (Conciliation Commissioner: Lorne O. Clarke, Q.C.) (see above).

Canadian Freightways Limited, Calgary, Alta., Loiselle Transport Limited, Vancouver, B.C., and Millar and Brown Limited, Cranbrook, B.C., and Teamsters Locals 31, 213, 362, 979 and 395 (Conciliation Commissioner: Hugh G. Lander) (see above).

Alltrans Express Ltd., Burnaby, B.C., and Teamsters Locals 362, 213, 979 and 31 (Conciliation Commissioner: Hugh G. Ladner) (see above).

Canadian Lake Carriers Association, Montréal, Qué., (representing certain member shipping companies) and Canadian Merchant Service Guild (Conciliation Commissioner: Professor Perry Meyer) (LG, Sept., p. 668).

Canadian Lake Carriers Association, Montréal, Qué., and Canadian Marine Officers Union (Conciliation Commissioner: Professor Perry Meyer) (LG, Sept., p. 668).

Northland Navigation Co. Ltd., and Northland Shipping (1962) Co. Ltd., Vancouver, B.C., and Canadian Merchant Service Guild (Conciliation Commissioner: Professor Joseph C. Smith) (LG, Sept., p. 668).

Conciliation commissioner settlement. Wardair Canada Limited, Edmonton, Alta., and Canadian Air Line Flight Attendants Association (Conciliation Commissioner: Hugh G. Ladner) (LG, Sept., p. 668).

Additions to the Library

LIST NO.306

The publications listed below are recent acquisitions. They may be borrowed through a local library (business, university, public, etc.) or directly if there is no local library. When requesting loans please indicate the publication numeral and the month listed.

AGED

1. Jarvis, George K. Canadian old people as a deviant minority. (*In* Deviant behavior and societal reaction, edited by Craig L.Boydell, Carl F. Grindstaff and Paul C. Whitehead. p.605-627).

ALIEN LABOUR

2. Avery, Donald. Canadian immigration policy and the "foreign" navvy, 1896-1914 (Ottawa? Canadian Historical Association, 1972? or 1973?) (135)-156p.

ARBITRATION, INDUSTRIAL

3. Levin, Noel Arnold, ed. Arbitrating labor cases . Noel Arnold Levin, editor and contributing author; Gerald Aksen, associate editor; Jerome H. Retty, Joseph Wildebush, assistant editors. New York, Practising Law Institute (c1974) 490p.

4. Little, Walter. The role of arbitration in industrial relations. Kingston, Ont., Industrial Relations Centre, Queen's University, 1974. 14p.

AUTOMATION-LABOUR ASPECTS

5. Wilson, David F. Dockers; the impact of industrial change. London, Collins (c1972) 336p.

BUILDING TRADES

6. Construction industry: labor problems. Lucius M. Dyal, Jr., chairman. New York, Practising Law Institute (1972) 152p.

7. Rose, Joseph B. A report on accreditation and the construction industry. (Fredericton) New Brunswick Department of Labour, 1972. 245p.

BUSINESS

8. Conference Board. What troubles the world's business leaders, by Michael G. Duerr. New York, 1974. 34p.

COLLECTIVE AGREEMENTS

9. Kumar, Pradeep. Types of wage adjustments in recent collective agreements. Kingston, Ont., Industrial Relations Centre, Queen's University, 1974. 12p.

10. Ontario. Ministry of Labour. Research Branch. Ontario collective agreement expirations 1974. Toronto, 1973. 41p.

11. United Steelworkers of America. 1974 steel settlement. (Pittsburgh, 1974) 39p.

COLLECTIVE BARGAINING

12. California public employee relations, June 1974. Berkeley, University of California, Institute of Industrial Relations, 1974. 75p. Partial contents. — California public employee bargaining revisited: the MMB Act in the Appellate Court, by Joseph R. Grodin. — The San Francisco municipal and teacher strikes of March 1974.

13. Cowan, G. Keith. The Public Service dilemma, a solution. (Charlottetown? P.E.I. Institute of Industrial Relations? 1974) 14 (2)p.

14. Ogawa, Dennis T. Guide to statutory provisions in public sector collective bargaining: unit determination, by Dennis T. Ogawa and Joyce M. Najita. (Honolulu) Industrial Relations Center, University of Hawaii, 1973. 74p.

15. St. Arnaud, Pierre. Une étude sur le choix des représentants à la négociation collective dans l'industrie de la construction en Ontario et au Québec. (Kingston?) L'Auteur, 1973. 299p.

COMMUNICATIONS

16. Clark, Barrie A. The British Columbia Communications Authority; a proposal to establish an integrated communications system in British Columbia (by) Barrie A Clark, consultant. July 19, 1974. (Victoria) Dept. of Transport and Communications (1974) 36 (4)p.

DRUG ADDICTION

17. Ward, Hugh. Employment and addiction: overview of issues. (Washington) Drug Abuse Council, 1973. 55p.

ECONOMIC FORECASTING

18. World Conference on Futures Research, Rome, 1973. Human futures; needs, societies, technologies: the Rome World Special Conference on Futures Research, 1973. (Guildford, Eng., Futures, 1974) 181p.

ECONOMICS

19. Miller, Merton H. Macroeconomics; a neoclassical introduction (by) Merton H. Miller and Charles W. Upton. Homewood, Ill., R.D.Irwin, 1974. 367p.

EMPLOYEES' REPRESENTATION IN MANAGEMENT

20. Horner, John. Studies in industrial democracy. London, V.Gollancz, 1974. 256p.

EMPLOYMENT MANAGEMENT

21. Jain, Harish Chand. Contemporary issues in Canadian personnel administration. Scarborough, Ont., Prentice-Hall (1974) 376p.

EQUAL PAY FOR EQUAL WORK

22. Gelber, Sylva M. Equal pay programmer in Canada and the United States, by Sylva Gelber. (Geneva) International Labour Office (1974) 15p.

FREE TRADE AND PROTECTION

23. Golt, Sidney. The GATT negotiations, 1973-75: a guide to the issues. (Washington?) British-North American Committee (1974) 82p.

HEALTH, PUBLIC

24. Nutrition Canada. Nutrition, a national priority; a report...to the Department of National Health and Welfare. Ottawa, Information Canada, 1973. 1v.

HOURS OF LABOUR

25. Evans, Martin Griffith. The impact of flextime in a large British insurance company. I. The employees' view. (Toronto, University of Toronto, Faculty of Management, 1973) 19p.

INDUSTRIAL HEALTH

26. Fletcher, John A. The industrial environment: total loss control; a guide for managers and supervisors. (Willowdale, Ont., National Profile, 1972) 127 p.

INDUSTRIAL RELATIONS

27. Finn, Ed. Beyond the adversary system in labour relations. Kingston, Ont., Industrial Relations Centre, Queen's University, 1974. 29p.

28. Industrial Relations Research Association. Proceedings of the Twenty-sixth annual winter meeting, December 28-29, 1973, New York. Edited by Gerald G. Somers. (Madison, Wis., 1974) 293p.

29. National Conference on Human Relations for Labour and Management, Toronto 1974. Papers and proceedings, National Conference on Human Relations for Labour and Management; "Equal opportunity for all"; May 6-7, 1974, Toronto. Toronto, Canadian Council of Christians and Jews, 1974. 25 (3)p.

INFLATION

30. Friedman, Milton. Money and economic development. New York, Praeger (1973) 67p.

INTERNATIONAL LABOUR ORGANIZATION

31. International Labour Office. Action of the ILO; problems and prospects. Report of the Director-General. First item on the agenda. Geneva (1974) 91p.

IRON AND STEEL INDUSTRY AND TRADE

32. Clark, Mills Gardner. Development of China's steel industry and Soviet technical aid. (Ithaca, New York State School of Industrial and Labor Relations, Cornell University) 1973. 160p.

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33. Lazarus, Morden. Years of hard labour; an account of the Canadian workingman, his organizations and tribulations over a period of more than a hundred years. (Don Mills, Ont., Ontario Federation of Labour, 1974) 116p.

34. Macbeath, Innis. Cloth cap and after. London, Allen & Unwin (1973) 228p.

35. Musson, Albert Edward. British trade unions, 1800-1875; prepared for the Economic History Society. London, Macmillan (1972) 80p.

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36. Foster, John. Class struggle and the Industrial Revolution; early industrial capitalism in three English towns. With a foreword by E.J.Hobsbawm. London, Weidenfeld and Nicolson (1974) 346p.

37. Lokiec, Mitchell. Labor and technology in the postwar era. (Columbia, S.C.,Bobbin Publications) 1972 (c1973) 140p.

38. Mackenzie, Gavin. The aristocracy of labor; the position of skilled

craftsmen in the American class structure. London, Cambridge University Press (1973) 208p.

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39. Tripartite Technical Meeting for the Timber Industry. 2d, Geneva, 1973. Note on the proceedings of the Meeting (Geneva, 25 April-8 May 1973); reports, conclusions and resolutions. Geneva, 1973. 52p. Title in French: Note sur les travaux de la réunion, Genève, 25 avril-8 mai 1973...

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40. Appley, Lawrence Asa. Formula for success; a core concept of management, (New York) AMACOM (1974) 138p.

41. Kay, Emanuel. The crisis in middle management. (New York) AMACOM (1974) 168p.

METRIC SYSTEM

42. Hopkins, Robert A. The international (SI) metric system and how it works; new (SI) units and changes included. 2d ed., rev. 1974. Tarzana, Cal., AMJ Pub., 1974. 287p.

OCCUPATIONS

43. Williams, W.M. Ocupational choice; a selection of papers from the Sociological Review. With an introduction by Cyril Sofer. London, Allen & Unwin (1974) 210p.

PENSIONS

44. U.S. Congress. Joint Committee on Internal Revenue Taxation. Summary of testimony on proposals for private pension plan reform before the Subcommittee on Private Pension Plans. Prepared for the use of the Committee on Finance by the staff of the Joint Committee on Internal Revenue Taxation. Washington, GPO, 1973. 53p.

PLANT CLOSING

45. Maire, Edmond. Lip 73, par Edmond Maire et autres. Paris, Editions du Seuil, 1973. 138p.

POLLUTION

46. Ontario. Task Force on the Human Environment. Report by the Ontario Task Force on the Human Environment toward an environmental action plan in response to the Conference on the Human Environment, Stockholm, Sweden, June 1972. (Toronto, Ministry of the Environment, 1974) 151p.

POPULATION

47. International Labour Organization. The rising tide; the ILO looks at the population problem. (Geneva, International Labour Office, 1974) 40p.

48. Kahn, Ely Jacques. The American people; the findings of the 1970 Census. New York, Weybright and Talley (c1974) 340p.

PRODUCTIVITY OF LABOUR

49. Jacobs, Herman S. Executive productivity (by) Herman S. Jacobs, with Katherine Jillson. (New York) AMACON (1974) 27p.

SOCIAL CHANGE

50. Zaltman, Gerald. Processes and phenomena of social change (by) Gerald Zaltman (and others) New York, Wiley (1973) 463p.

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51. Orlans, Harold. Contracting for knowledge. (1st ed.) San Francisco, Jossey-Bass, 1973. 286p.

UNEMPLOYED

52. Niemi, Beth. Sex differentials in unemployment in the U.S. and Canada, 1947-1966. Ann Arbor, University Microfilms (1974, c1971) 246p.

U.S. DEPARTMENT OF LABOR

53. Grossman, Jonathan Philip. The Department of Labor. New York, Praeger (1973) 309p.

UNITED STEELWORKERS OF AMERICA

54. United Steelworkers of America. Education Department. Then & now: the road between; the story of the United Steelworkers of America. (Pittsburgh) United Steelworkers of America, 1974. 145p.

WAGES AND HOURS

55. U.S. Department of Labor. Wage and Hour Division. Hours worked under the Fair Labor Standards Act, May 1974. Washington (GPO) 1974. 16p.

WOMEN-LEGAL STATUS, LAWS, ETC.

56. U.S. Women's Bureau. State hours laws for women: changes in status since the Civil rights act of 1964. Washington (GPO , 1974) 6 (1)p.

WORK SATISFACTION

57. Hinricks, John Ryland. The motivation crisis; winding down and turning off. (New York) AMACOM (1974) 264p.

58. Siassi, Iradj. Loneliness and dissatisfaction in a blue collar population (by) Iradj Siassi, Guido Crocetti (and) Herzl R. Spiro. (In Archives of General Psychiatry, v.30. February 1974,p.261-265)

59. U.S. Task Force on Work in America. Work in America; report of a special Task Force to the Secretary of Health, Education, and Welfare. Prepared under the auspices of W.E. Upjohn Institute for Employment Research. Cambridge, Mass., MIT Press (1973?) 262p.

YOUTH—EMPLOYMENT

60. Bullock, Paul. Aspiration vs. opportunity; "careers" in the inner city. With the research assistance of Jacob Rodriguez. Ann Arbor, Institute of Labor and Industrial Relations, University of Michigan-Wayne State University, 1973. 173p.

labour statistics

Principal Items	Date	Amount	Percentage Change from Previous Month	Percentage Change from Previous Year
TOTAL CIVILIAN LABOUR FORCE*		(in thousands)		
Week ended July 20, 1974		10,140	+ 2.8	+ 4.6
Employed	July	9,675	+ 2.9	+ 4.8
Agriculture	"	566	+ 6.0	+ 1.8
Non-agriculture	"	9,110	+ 2.8	+ 5.0
Paid workers	"	8,573	+ 3.1	+ 5.1
At work 35 hours or more	"	6,527	– 13.1	+ 5.6
At work less than 35 hours	"	1,155	– 20.7	+ 9.1
Employed but not at work	"	1,993	+ 363.5	+ 0.2
Unemployed	"	465	– 0.9	+ 0.9
Atlantic	"	64	– 1.5	+ 12.3
Quebec	"	166	– 0.6	– 1.8
Ontario	"	141	– 4.7	+ 9.3
Prairie	"	33	– 2.9	– 32.7
British Columbia	"	61	+ 7.0	+ 7.0
Without work and seeking work	"	449	– 0.4	+ 1.8
On temporary layoff up to 30 days	"	16	– 11.1	– 20.0
INDUSTRIAL EMPLOYMENT(1961 = 100)†	April	139.7	+ 0.8	+ 5.5
Manufacturing employment(1961 = 100)†	"	132.9	+ 0.5	+ 4.1
IMMIGRATION	Calendar Yr/73	184,200	–	–
Destined to the labour force	" "	92,228	–	–
STRIKES AND LOCKOUTS				
Strikes and Lockouts	June	227	– 0.9	+ 62.1
No. of workers involved	"	218,367	+ 130.9	+ 308.9
Duration in man days	"	2,089,590	+ 53.0	+ 197.7
EARNINGS AND INCOME				
Average weekly wages and salaries(ind. comp.)†	"	171.70	+ 0.6	+ 8.9
Average hourly earnings (mfg.)†	"	4.20	+ 1.2	+ 10.8
Average weekly hours paid				
Consumer price index(1961 = 100)	July	168.0	+ 0.8	+ 11.3
Index numbers of weekly wages in 1961 dollars(1961 = 100)‡	April	134.1	– 1.0	– 1.3
Total labour income (millions of dollars)†	June	6,316.7	+ 2.6	+ 15.3
INDUSTRIAL PRODUCTION†				
Total (average 1961 = 100)	June	222.5	+ 0.5	+ 6.0
Manufacturing	"	219.2	+ 0.4	+ 7.6
Durables	"	250.7	– 1.0	+ 6.4
Non-durables	"	194.3	+ 1.8	+ 8.9
NEW RESIDENTIAL CONSTRUCTION**				
Starts	June	91,016	–	– 1.3
Completions	"	96,960	–	+ 8.5
Under construction	"	167,180	–	+ 1.1

*Estimates of the labour force, the employed and the unemployed, are from The Labour Force, a monthly publication of Statistics Canada which in addition, contains the characteristics of the labour force, together with definitions and explanatory notes.
†Advance data.
‡Preliminary.
**Centres of 10,000 population or more.

STRIKES AND LOCKOUTS

Statistical information on work stoppages in Canada is compiled by the Economics and Research Branch of the Canada Department of Labour on the basis of reports from the Canada Manpower Division, Department of Manpower and Immigration. The first three tables in this section cover strikes and lockouts that amount to 10 or more man-days. The number of workers involved includes all workers reported on strike or lockout, whether or not they all belonged to the union directly involved in the disputes leading to the work stoppages. Workers indirectly affected, such as those laid off as a result of a work stoppage, are not included.

STRIKES AND LOCKOUTS, 1969-1974

Month or Year	Strikes and Lockouts in Existence During Month or Year: Strikes and Lockouts Beginning During Month or Year	Strikes and Lockouts	Workers Involved	Duration in Man-Days: Man-Days	Duration in Man-Days: Percentage of Estimated Working Time
1969	566	595	306,799	7,751,880	0.46
1970	503	542	261,706	6,539,560	0.39
1971	547	569	239,631	2,866,590	0.16
1972	556	598	706,474	7,753,530	0.43
†1973	674	721	352,237	5,768,790	0.30
†1973:					
June	63	140	53,399	701,910	0.42
July	65	137	74,509	623,580	0.37
August	83	167	106,551	1,246,920	0.68
September	58	165	112,218	700,200	0.48
October	51	145	45,500	491,140	0.29
November	43	115	46,283	358,820	0.21
December	21	83	62,620	307,720	0.21
1974:					
†January	64	110	24,787	271,650	0.16
†February	65	127	43,782	420,340	0.27
†March	75	139	50,014	437,870	0.27
*April	79	151	59,921	619,740	0.38
*May	129	229	94,578	1,365,870	0.78
June	117	227	218,367	2,089,590	1,27

* Preliminary. † Revised.

STRIKES AND LOCKOUTS, JUNE, 1974, BY INDUSTRY (PRELIMINARY)

Industry	In Effect During Month: Number Beginning During Month	Strike and Lockouts	Workers Involved	Man-Days
Forestry	2	3	9,646	90,620
Mines	5	9	6,383	64,010
Manufacturing	70	143	40,150	480,770
Construction	4	7	136,790	1,351,480
Transpn. & utilities	12	16	19,809	57,550
Trade	9	17	878	11,220
Finance	2	2	68	600
Service	4	19	3,097	22,820
Public admin.	9	11	1,546	10,520
All industries	117	227	218,367	2,089,590

STRIKES AND LOCKOUTS, JUNE, 1974, BY PROVINCE (PRELIMINARY)

Jurisdiction	In Effect During Month: Number Beginning During Month	Strikes and Lockouts	Workers Involved	Man-Days
Newfoundland	2	3	261	1,800
Prince Edward Island	–	1	8	170
Nova Scotia	3	4	430	2,290
New Brunswick	4	6	2,053	23,110
Quebec	40	81	114,509	706,240
Ontario	31	66	24,310	272,190
Manitoba	5	7	2,907	27,620
Saskatchewan	5	7	5,066	85,860
Alberta	6	8	3,422	53,580
British Columbia	18	38	61,370	903,360
Federal	3	6	4,031	13,370
All jurisdictions	117	227	218,367	2,089,590

STRIKES AND LOCKOUTS INVOLVING 100 OR MORE WORKERS, JUNE, 1974 (PRELIMINARY)

Industry / Employer / Location	Union	Workers Involved	Duration in Man-Days: June	Duration in Man-Days: Accumulated	Starting Date / Termination Date	Major Issues / Result
Forestry						
Rayonier Quebec Inc., Port-Cartier, Que.	United Paperworkers Loc. 1096 (AFL-CIO/CLC)	400	1,140	2,330	May 27 June 5	Wage increase for cost-of-living—Return of workers after injunction issued.
Forest Industrial Relations, Coastal Area, B.C.	Woodworkers, Various Locals (AFL-CIO/CLC)	8,915	89,150	89,150	June 15 —	Wages, cost-of-living escalator clause—
Pope & Talbot, Midway, B.C.	Woodworkers Loc. 1-423	331	330	330	June 28 —	Cost-of-living adjustment, term of contract
Mines						
METAL						
Brunswick Mining & Smelting Ltd., Bathurst, N.B.	Steelworkers Loc. 5385 (AFL-CIO/CLC)	1,000	17,140	45,320	April 22 June 25	Workers locked out/Wages, fringe benefits—Wage increase.
*Anvil Mining S Corporation Ltd., Faro, Yukon Territory	Steelworkers Locs. L1051 L8243 (AFL-CIO/CLC)	362	3,100	8,530	May 11 June 13	Wages—Settled through mediation, wage increases.
Texada Mines Ltd., Gilles Bay, B.C.	Teamsters Loc. 213, Labourers Loc. 168 & Int. Operating Engineers Loc. 115 (AFL-CIO/CLC)	150	2,790	2,790	June 5 —	Wages, fringe benefits
Campbell Chibougamau Mines Ltd., Chibougamau, Qué.	Steelworkers Loc. 5186 (AFL-CIO/CLC)	557	1,590	1,590	June 27 —	Wages—
MINERAL FUELS						
Union Gas Limited, Various locations, Southwestern, Ont.	Oil Workers Loc. 9—810 & 798 Chemical Workers Loc. 683 (AFL-CIO/C.C)	1,109	22,180	111,460	Feb. 6 —	Wages, pensions, vacations—
Cardinal River Coals, Hinton, Alta.	Mine Workers Loc. 1656 (CLC)	200	3,750	7,580	May 4 —	Fringe benefits—
McIntyre Porcupine Mines Ltd., Grande Cache, Alta.	Steelworkers Loc. 7621 (AFL-CIO/CLC)	280	280	280	June 7 June 9	Workers not covered by agreement—Settled by mutual agreement.
N.B. Coal Co. Ltd., Minto, N.B.	Mine Workers Loc. 7409 (CLC)	225	680	680	June 13 June 18	Grievances: use of non-company machinery—Settled by mutual agreement.
MINES QUARRIES						
Aggregate Producers Association, Collins Bay, Ont.	Ontario Haulers Association (Ind.)	2,250	12,500	12,500	June 3 June 10	Wages—Settled by mutual agreement.

STRIKES AND LOCKOUTS INVOLVING 100 OR MORE WORKERS, JUNE, 1974 (PRELIMINARY)(CONT.)

Industry Employer Location	Union	Workers Involved	Duration in Man-Days June	 Accumulated	Starting Date Termination Date	Major Issues Result
Manufacturing						
FOOD & BEVERAGES						
*Ogilvie Flour Mills Montréal, Qué.	Commerce Federation (CNTU)	300	4,200	7,800	May 15 June 24	Not reported–Not reported
Eastern Bakeries Co. Ltd., Moncton, N.B.	Bakery Workers Loc. 406 (AFL-CIO/CLC)	120	2,500	3,850	May 16 June 30	Wages–Settled by mutual agreement.
Four Dairies Québec, Qué.	Commerce Federation (CNTU)	312	1,560	4,370	May 20 June 10	Wages & many other clauses–Settled through conciliation.
Weston Bakeries, Longueuil, Qué.	Baker Workers Loc. 55 (AFL-CIO/CLC)	180	–	900	May 27 June 3	Wages, working conditions–Wage increase & other benefits.
Labatts Manitoba Brewery, Kiewel-Pelissier Breweries, Winnipeg, Man.	Brewery Workers Loc. 330 (AFL-CIO/CLC)	203	3,650	3,650	June 3 June 27	Wages, length of contract–Wage increase in one-year contract.
Burns Foods Ltd., Swift Canadian Co. Ltd., Canada Packers Ltd., Edmonton & Calgary, Alta.	Food Workers Locs. 233, 280 & 243 (AFL-CIO/CLC)	2,713	48,100	48,100	June 5 –	Wages
National Sea Products Ltd., Battery Point, N.S.	Railway, Transport & General Workers Loc. 613 (CLC)	150	900	900	June 11 June 19	Fish grading–Settled by mutual agreement.
L'Association co-opérative de Pêcheurs de l'Ile Ltée, Lamèque, N.B.	Can Seafood Workers Loc. 127 (CLC)	300	1,500	1,500	June 17 June 24	Not reported–Settled by mutual agreement
Shippegan Division National Sea Products Ltd., Shippegan, N.B.	Can Seafood Workers Loc. 117 (CLC)	389	1,170	1,170	June 18 June 21	Wages–Settled by mutual agreement.
Galco Food Products Ltd., Toronto, Ont.	Food Workers Loc. P1105 (AFL-CIO/CLC)	114	340	340	June 26 –	Wages–
Hiram Walker & Sons Ltd., Winfield, B.C.	Distillery Workers Loc. 202 (AFL-CIO/CLC)	125	250	250	June 27	Contract issues–
RUBBER						
Firestone Tire & Rubber Co. Ltd., Hamilton, Ont.	Rubber Workers Loc. 133 (AFL-CIO/CLC)	1,200	24,000	102,000	Feb. 28 –	Wages & fringe benefits–
Pervel Ltd., Montréal, Qué.	Steelworkers Loc. 7625 (AFL-CIO/CLC)	150	–	5,850	April 4 June 2	Wages & fringe benefits–Not reported
Goodyear Tire and Rubber Co. of Canada Ltd., Toronto, Ont., Bowmanville, Ont.	Rubber Workers Locs. 1896 & 232 (AFL-CIO/CLC)	2,150	46,070	102,790	April 25 –	Wages, cost-of-living clause–

STRIKES AND LOCKOUTS INVOLVING 100 OR MORE WORKERS, JUNE, 1974 (PRELIMINARY)(CONT.)

Industry Employer Location	Union	Workers Involved	Duration in Man-Days June	 Accumulated	Starting Date Termination Date	Major Issues Result
Goodyear Tire and Rubber Co. Valleyfield, Qué.	Rubber Workers Loc. 774 (AFL-CIO/CLC)	600	3,000	15,300	May 2 June 10	Company's right to suspend hourly employees—Settled by mutual agreement.
Consumer's Glass, Waterloo, Qué.	Rubber Workers Loc. 691 (AFL-CIO/CLC)	156	1,090	3,590	May 8 June 12	Wages, fringe benefits, compulsory overtime—Settled through conciliation.
American Biltrite (Canada) Ltd., Sherbrooke, Qué.	CSD	367	6,970	10,640	May 16 —	Cost-of-living adjustments, firing of foreman—
Protective Plastic Co. Ltd., Scarborough, Ont.	Machinists Loc. 1257 (AFL-CIO/CLC)	116	1,740	1,740	June 10 —	Wages, cost-of-living allowance—
Union Carbide of Canada (Plastic Prod. Division) Lindsay, Ont.	Graphic Communications Union Loc. 512 (AFL-CIO/CLC)	400	2,860	2,860	June 21 —	Wages & fringe benefits—
TEXTILES						
Celanese Canada Ltée, Coaticook, Qué.	CSD	230	4,930	7,890	May 13 —	Wages & other questions, work schedule—
Wabasso Ltée, Shawinigan, Qué.	United Textile Workers Loc. 323 (AFL-CIO/CLC)	180	1,600	2,690	May 23 June 13	By sympathy with Wabasso employees at Trois-Rivières —Return under threat of injunction.
Collins & Aikman Ltd. Farnham, Qué.	CSD	250	4,170	4,170	June 7 June 27	Wages, fringe benefits—Settled through conciliation
Decor Metal Penetang, Ont.	Textile Workers Union Loc. 1698 (AFL-CIO/CLC)	540	5,940	5,940	June 7 June 24	Wages—Settled by mutual agreement.
Consolidated Textiles Ltd., Alexandria, Ont.	Textile workers Union Loc. 1664 (AFL-CIO/CLC)	200	2,930	2,930	June 10 —	Slowness in negotiations wages—
KNITTING MILLS						
Penmans Ltd., Saint-Hyacinthe, Qué.	CNTU	330	6,270	6,600	May 31 —	Wages—
CLOTHING						
Edmont Canada Ltd., Cowansville, Qué.	Rubber Workers Loc. 821 (AFL-CIO/CLC)	170	2,910	2,910	June 7 —	Cost-of-living escalator clause—
WOOD						
Canadian Forest Products, Huntting-Merritt, B.C.	Woodworkers Loc. 1-217 (AFL-CIO/CLC)	200	4,000	90,400	Sept. 13 1972 —	Protest against the suspension of fellow workers for alleged slowdown.
Northwood Manufacturing Burnaby, B.C.	Carpenters Loc. 1928 (AFL-CIO/CLC)	185	2,780	10,090	April 4 June 24	Wages, benefits, seniority—Settled by mutual agreement.

STRIKES AND LOCKOUTS INVOLVING 100 OR MORE WORKERS, JUNE, 1974 (PRELIMINARY)(CONT.)

Industry Employer Location	Union	Workers Involved	Duration in Man-Days June	 Accumulated	Starting Date Termination Date	Major Issues Result
Eurocan Pulp & Paper Co. Ltd., Kitimat, B.C.	United Paperworkers Locs. 1127 & 298 (AFL-CIO/CLC)	105	2,250	3,860	May 10 –	Schedule
Federated Co-op Ltd., Canoe, B.C.	Woodworkers Loc. 1-417 (AFL-CIO/CLC)	200	100	700	May 28 June 3	Displacement of a worker–Settled by mutual agreement.
H & K Plywood, Canoe, B.C.	Woodworkers Loc. 1-417 (AFL-CIO/CLC)	145	70	430	May 29 June 3	Displacement of a worker–Settled by mutual agreement.
MacMillan & Bloedel, Port Alberni, B.C.	Woodworkers Loc. 185 (AFL-CIO/CLC)	650	1,950	3,250	May 30 June 6	Not reported–Not reported
Newfoundland Hardwoods Ltd., St. John's, Nfld.	Carpenters Loc. 2564 (AFL-CIO/CLC)	100	350	350	June 12 June 18	Cost-of-living adjustment–Return of workers.
Koppers International Canada Ltd., Burnaby, B.C.	Woodworkers Loc. 1-357 (AFL-CIO/CLC)	140	1,330	1,330	June 17 –	Grievance–
Les Industries Baribeau Inc., Lévis, Qué.	CSD	175	530	530	June 19 June 25	Cost-of-living adjustment & suspension of four employees–Settled by mutual agreement.
FURNITURE & FIXTURES						
Matelas Supreme Inc., Saint-Narcisse, Qué.	Building and Woodworkers Federation (CNTU)	110	2,090	13,310	Jan. 8 –	Wages & working conditions–
Sklar Furniture Ltd., Whitby, Ont.	Upholsterers Loc. 50 (AFL-CIO/CLC)	600	6,000	11,400	May 20 June 17	Wages, cost-of-living–Settled by mutual agreement, wage increase, cost-of-living bonus.
PAPER						
Consolidated Bathurst Packaging Limited, Hamilton, Ont.	Woodworkers Loc. 2-69 (AFL-CIO/CLC)	220	4,400	7,840	May 10 –	Wages, incentive bonus & vacations–
Consolidated Bathurst Packaging Ltd., Whitby, Ont.	Woodworkers Loc. 242 (AFL-CIO/CLC)	224	4,480	7,680	May 11 –	Wages, cost-of-living adjustment–
Consolidated Bathurst Packaging Limited, St. Thomas, Ont.	Woodworkers Loc. 2-337 (AFL-CIO/CLC)	135	2,700	4,630	May 11 –	Wages, fringe benefits–
Canadian Cellulose Co. Ltd., Prince Rupert, B.C.	Pulp & Paper Workers of Canada Loc. 4 (CCU)	250	1,000	2,000	May 28 June 7	Not reported Not reported
Tahsis Company, Gold River Pulp Mill, Gold River, B.C.	Pulp & Paper Workers of Canada Loc. 11 (CCU)	378	7,290	7,290	June 3 –	Not reported
Consolidated Bathurst Packaging Ltd., Montréal, Qué.	Woodworkers Loc. 2-279 (AFL-CIO/CLC)	370	7,030	7,030	June 3 –	Wages & fringe benefits

STRIKES AND LOCKOUTS INVOLVING 100 OR MORE WORKERS, JUNE, 1974 (PRELIMINARY)(CONT.)

Industry Employer Location	Union	Workers Involved	Duration in Man-Days June	 Accumulated	Starting Date Termination Date	Major Issues Result
Jos, Ford & Cie Ltée, Portneuf Station, Qué.	Woodworkers Federation (CNTU)	353	3,530	3,530	June 5 June 17	Grievance: job seniority Settled by mutual agreement.
PRINTING & PUBLISHING						
Journal de Montréal Montréal, Qué.	Communication Workers Federation (CNTU)	106	110	110	June 12 June 12	Cost-of-living adjustment Return of workers.
Ottawa Citizen and Ottawa Journal, Ottawa, Ont.	Four Unions (Council of Newspaper Unions)	550	550	550	June 13 June 15	Slowness in negotiations– Return of workers
Ottawa Citizen and Ottawa Journal Ottawa, Ont.	Four Unions (Council of Newspaper Unions)	550	550	550	June 26 June 27	Not reported
PRIMARY METALS						
Canadian Electrolytic Zinc, Valleyfield, Qué.	Steelworkers Loc. 6486 (AFL-CIO/CLC)	406	–	11,770	April 20 June 3	Wages and working conditions–Settled by mutual agreement wage increase, cost-of-living formula.
Fonderies de Sorel Ltée, Sorel, Qué.	Steelworkers' Federation CNTU	270	3,240	5,670	May 14 June 19	Wages, work schedule– Settled by mutual agreement
Québec Iron Foundries Ltd., Mont-Joli, Qué.	Steelworkers Loc. 6506 (AFL-CIO/CLC)	146	3,130	4,590	May 18 –	Wages, safety–
Fonderie Sainte-Croix, Saint-Jean, Qué.	Steelworkers Locs. 7016-2 & 6490 (AFL-CIO/CLC)	116	2,200	3,190	May 21 –	Wages, contract terms & other issues–
Noranda Metal Industries Ltd., Annacis Island, B.C.	Can. Assoc. of Industrial Mechanical Workers(CCU)	208	4,160	4,160	June 1 –	Wages, cost-of-living clause–
Canron Limited, Hamilton, Ont.	Steelworkers Loc. 2940 (AFL-CIO/CLC)	200	1,800	1,800	June 1 June 14	Wages–Wage increase & cost-of-living allowance.
Reynold's Extrusion Sainte-Thérèse, Qué.	Steelworkers Loc. 6087 (AFL-CIO/CLC)	120	600	600	June 17 June 25	Wages & fringe benefits– Return of workers pending negotiations.
Kanmet Limited, Cambridge, Ont.	Moulders Loc. 194 (AFL-CIO/CLC)	150	150	150	June 17 June 18	Wages–Settled by mutual agreement.
METAL FABRICATING						
Neptune Meters Ltd., Toronto, Ont.	Steelworkers Loc. 3813 (AFL-CIO/CLC)	185	–	9,810	March 18 June 3	Wages, fringe benefits– NR
Hawker Siddeley Industries Windsor, Ont.	Steelworkers Loc. 2471 (AFL-CIO/CLC)	170	3,400	8,670	April 18 –	Not reported–

STRIKES AND LOCKOUTS INVOLVING 100 OR MORE WORKERS, JUNE, 1974 (PRELIMINARY)(CONT.)

Industry Employer Location	Union	Workers Involved	Duration in Man-Days June	 Accumulated	Starting Date Termination Date	Major Issues Result
Simonds Canada Saw, Granby, Qué.	Steelworkers Federation (CNTU)	346	4,840	14,870	April 20 June 21	Wages, fringe benefits—Settled through conciliation.
Morrow Screw & Nut Co. Ltd., Ingersoll, Ont.	Steelworkers Loc. 3683 (AFL-CIO/CLC)	225	—	3,150	May 13 June 3	Wages—Wage increase in two year contract.
MTD Products Canada, Kitchener, Ont.	Auto Workers Loc. 1524 (CLC)	250	—	1,500	May 24 June 3	Wages—Settled by mutual agreement.
Accessories Manufacturers Ltd., Saint-Rémi, Qué.	Steelworkers Loc. 7625 (AFL-CIO/CLC)	107	2,030	2,140	May 31 —	Wages & fringe benefits—
Ellett Copper & Brass Co. Ltd., Vancouver, B.C.	Sheet Metal Workers Loc. 28 (AFL-CIO/CLC)	130	1,950	1,950	June 2 June 24	Wages, cost-of-living clause—Not reported
McNamara Industries & East Steel Industries St. John's, Nfld.	Machinists Loc. 950 (AFL-CIO/CLC)	153	1,300	1,300	June 4 June 17	Jurisdictional dispute wages—not reported
York Division Saint-Jérome, Qué.	Steelworkers Loc. 6333 (AFL-CIO/CLC)	156	2,340	2,340	June 7 —	Cost-of-living escalator clause—
Stanley Works of Canada Ltd., Roxton Pond, Qué.	Machinists Loc. 909 (AFL-CIO/CLC)	258	1,940	1,940	June 18 —	Cost-of-living escalator clause—
Robertson Building Systems, Hamilton, Ont.	Steelworkers Loc. 4166 (AFL-CIO/CLC)	160	800	800	June 20 June 27	Wages—Wage increase.
MACHINERY						
Stewart Warner Corp. of Canada Ltd., Belleville, Ont.	Auto Workers Loc. 1538 (CLC)	150	2,790	7,070	April 22 June 27	Wages, union shop Settled by mutual agreement; wage increase in 2-yr. contract.
Industrie Tanguay Ltée, Saint-Prime, Qué.	CNTU	166	2,160	2,330	May 30 June 19	Wages—Settled by mutual agreement.
Phoenix Steel, Saint-Paul l'Ermite, Qué.	Sheet Metal Workers Loc. 116 (AFL-CIO/CLC)	140	2,660	2,800	May 31 —	Wages, fringe benefits—
Gould Manufacturing Ltd., St. Thomas, Ont.	Machinists Loc. 1975 (AFL-CIO/CLC)	370	7,400	7,770	May 31 —	Wages, cost-of-living
Hill Refrigeration of Canada, Carrie, Ont.	Steelworkers Loc. 6547 (AFL-CIO/CLC)	160	720	720	June 24 —	Cost-of-living adjustment—
TRANSPORTATION EQUIPMENT						
United Aircraft of Canada Limited, Longueil, Qué.	Auto Workers Loc. 510 (CLC)	2,600	49,400	317,200	Jan. 7 —	Against company's refusal to reinstate 21 suspended workers; wages—
Welles Corp. Ltd., Windsor, Ont.	Auto Workers Loc. 195 (CLC)	160	3,200	10,800	March 24 —	Wages—

STRIKES AND LOCKOUTS INVOLVING 100 OR MORE WORKERS, JUNE, 1974 (PRELIMINARY)(CONT.)

Industry Employer Location	Union	Workers Involved	Duration in Man-Days June	 Accumulated	Starting Date Termination Date	Major Issues Result
National Auto Radiator Windsor, Ont.	Auto Workers Loc. 195 (CLC)	400	8,000	17,600	April 29 –	Wages–
Sno Jet (Conroy du Canada), Thetford Mines, Qué.	Steelworkers Loc. 7354 (AFL-CIO/CLC)	275	2,750	4,130	May 27 June 17	Wages, cost-of-living index hours–Settled through conciliation; wage increase, reduction in hours.
Eaton Yale Ltd., Suspension Division, Chatham, Ont.	Auto Workers Loc. 127 (CLC)	650	930	2,560	May 29 June 2	Grievance–Settled by mutual agreement.
Hayes Dana Limited, Thorold & St. Catharines, Ont.	Auto Workers Loc. 676 (CLC)	1,600	32,000	32,000	June 1 –	Wages & fringe benefits–
Heatex, LaSalle, Qué.	CNTU	320	4,960	4,960	June 6 –	Fringe benefits–
Industrie L'Islet Inc. Isletville, Qué.	CSD	285	4,280	4,280	June 7 –	Wages–
Ford Canada, Oakville, Ont.	Auto Workers Loc. 707 (CLC)	3,500	3,500	3,500	June 12 June 13	Suspensions of a shop steward– Return of workers.
Volvo Canada Ltd., Halifax, N.S.	Auto Workers Loc. 720 (CLC)	185	1,110	1,110	June 21 –	Wages–
International Harvester Co. of Canada Ltd., Chatham, Ont.	Auto Workers Loc. 127 (CLC)	1,250	2,500	2,500	June 21 June 25	Lack of communication between personnel & bargaining agents– Settled by mutual agreement.
Essex International of Canada Ltd., Ingersoll, Ont.	Steelworkers Loc. 7030 (AFL-CIO/CLC)	600	600	600	June 24 June 26	Grievance–Return of workers.
ELECTRICAL PRODUCTS						
Phillips Cables Ltd., Scarborough, Ont.	Steelworkers Loc. 7276 (AFL-CIO/CLC)	197	990	11,430	March 16 June 10	Not reported– Not reported
Inglis Limited, Toronto, Ont.	Steelworkers Locs. 2900 & 4487 (AFL-CIO/CLC)	970	19,400	58,200	April 5 –	Wages, fringe benefits–
Hupp Canada Ltd., L'Assomption, Qué.	Machinists Loc. 1148 (AFL-CIO/CLC)	800	4,000	5,200	May 30 June 10	Cost-of-living adjustment– Settled by mutual agreement.
Emerson Electrical (Motor Division) Canada Limited, Markham, Ont.	U.E. Loc. 522 (CLC)	245	4,900	4,900	June 1 –	Wages, fringe benefits, compulsory overtime–
Sperry Gyroscope Sperry Rand Canada Ltd., Ottawa, Ont.	Auto Workers Loc. 641 (CLC)	150	1,500	1,500	June 17 –	Wages, cost-of-living escalator clause–

STRIKES AND LOCKOUTS INVOLVING 100 OR MORE WORKERS, JUNE, 1974 (PRELIMINARY)(CONT.)

Industry / Employer / Location	Union	Workers Involved	Duration in Man-Days: June	Duration in Man-Days: Accumulated	Starting Date / Termination Date	Major Issues / Result
NON-METALLIC MINERAL PRODUCTS						
Engelhard Industries of Canada Ltd., Toronto, Ont.	CLC Directly Chartered Loc. 24529 & Chemical Workers Loc. 424 (AFL-CIO/CLC)	100	300	3,200	April 22 June 6	Not reported— Settled through mediation
Canron Ltée, Montréal, Qué.	Steelworkers Loc. 6425 (AFL-CIO/CLC)	157	1,570	5,960	April 23 June 15	Not reported—
3M Canada Ltd., London, Ont.	Auto Workers Loc. 27 (CLC)	416	8,320	12,690	May 16 —	Wages and fringe benefits—
Westroc Industries Ltd., Clarkson, Ont.	Cement Workers Loc. 366 (AFL-CIO/CLC)	146	2,920	3,580	May 27 —	Wages & fringe benefits—
Vibrex Inc., Charlesbourg, Qué.	CSD	200	100	100	June 4 June 5	Cost-of-living indexation— Return of workers.
Vibrex Inc., Charlesbourg, Qué.	CSD	200	400	400	June 10 June 12	Cost-of-living adjustment— Settled by mutual agreement.
19 Concrete Firms Various locations B.C.	Teamsters Loc. 213 (Ind.)	450	2,700	2,700	June 21 —	Wages & fringe benefits—
Ciment Indépendant Inc. Montréal, Qué.	Int. Operating Engineers Loc. 791-B (AFL-CIO/CLC)	300	300	300	June 27 —	Wages & fringe benefits—
CHEMICAL PRODUCTS						
Uniroyal Ltd. (Chemical Division), Elmira, Ont.	Steelworkers Loc. 13691 (AFL-CIO/CLC)	165	3,540	4,130	May 26 —	Wages and fringe benefits—
MISCELLANEOUS						
M.C.A. Records (Canada), Cornwall, Ont.	I.U.E. Loc. 539 (AFL-CIO/CLC)	156	80	80	June 10 June 10	Cost-of-living adjustment— Settled by mutual agreement.
Construction						
Plastering Assoc. of Toronto, Toronto, Ont.	Plasterers Loc. 48 (AFL-CIO/CLC)	250	5,000	44,500	Oct. 17 1973	Not reported—
Saskatchewan Construction Assoc. Various locations, Sask.	Various Unions	4,200	84,000	248,600	April 1 —	Wages—

STRIKES AND LOCKOUTS INVOLVING 100 OR MORE WORKERS, JUNE, 1974 (PRELIMINARY)(CONT.)

Industry Employer Location	Union	Workers Involved	Duration in Man-Days June	 Accumulated	Starting Date Termination Date	Major Issues Result
Construction Labour Relations Association Province-wide, B.C.	I.B.E.W. Loc. 213 Plumbers Loc 170 (AFL-CIO/CLC) and other unions	37,187	743,740	1,428,740	May 1 –	Wages, fringe benefits–work week, cost-of-living clause–
Various construction associations Various locations, Province-wide, Qué.	QFL, CNTU & CSD	95,000	517,500	517,500	June 6 June 25	Cost-of-living adjustment–Wage increase.
Various construction contractors, Edmonton, Alta.	Teamsters Loc. 362 (Ind.)	100	1,000	1,000	June 10 June 21	Wages, union recognition–Wages increases.
Transportation and Utilities						
TRANSPORTATION						
*Air Canada, Montréal, Winnipeg, Edmonton & Vancouver	Machinists Various Locals (AFL-CIO/CLC)	3,178	3,180	3,180	June 28 June 29	Cost-of-living adjustment Return of workers after 24 hours.
CTCUM/MUCTC Montréal, Qué.	Brotherhood of Bus and Metro Drivers (Ind.)	150	150	150	June 24 June 25	Cost-of-living adjustment–Return of workers.
CTCUM/MUCTC Montréal, Qué.	Brotherhood of Bus and Metro Drivers (Ind.)	3,200	3,200	3,200	June 27 June 28	Respecting security guards' picket lines–Return after injunction issued.
COMMUNICATIONS						
Manitoba Telephone Systems, Various locations, Man.	IBEW Loc. 435 (AFL-CIO/CLC)	2,500	21,430	21,430	June 14 June 27	Wages, hours of work–Settled through mediation.
B.C. Telephone Co., Lower Mainland, B.C.	Federation of Telephone Workers of B.C. Loc. 23 (CLC)	145	290	290	June 21 June 25	Reclassification of an Return of workers.
B.C. Telephone Co., Province-wide, B.C.	Federation of Telephone Workers of B.C. (CLC)	10,000	20,890	20,890	June 24 June 29	Suspension of an employee–Agreement to submit to arbitration.
Trade						
Darrigo's Food Markets, Toronto Ont.	Food Workers Locs. 175 & 633 (AFL-CIO/CLC)	217	4,520	9,220	May 1 –	Wage and fringe benefits–
WHOLESALE						
Socété coopérative agricole Chicoutimi, Chicoutimi, Qué.	CNTU	100	200	200	June 3 June 5	Cost-of-living index–Return under injunction.
Ferronnerie Côté Boivin, Chicoutimi, Qué.	CNTU	100	1,900	1,900	June 3 –	Wages–

STRIKES AND LOCKOUTS INVOLVING 100 OR MORE WORKERS, JUNE, 1974 (PRELIMINARY)(CONCL'D)

Industry / Employer / Location	Union	Workers Involved	Duration in Man-Days: June	Duration in Man-Days: Accumulated	Starting Date / Termination Date	Major Issues / Result
HEALTH & WELFARE						
Hôpital Notre-Dame, Montréal, Qué.	Services Federation (CNTU)	2,229	11,940	18,310	May 16 June 27	Employees reclassification & other grievances—not reported.
Kelowna General Hospital, Kelowna, B.C.	B.C. Hospital Employees Union Loc. 180	288	1,010	1,010	June 20 June 25	Grievance—Settled by mutual agreement.
PERSONAL SERVICES						
Nelson's Laundries Ltd., Vancouver, B.C. & Nanaimo, B.C.	Retail Wholesale Union Loc. 580 (CLC)	165	3,300	4,130	May 27 —	Wages, fringe benefits—
Public Administration						
PROVINCIAL ADMINISTRATION						
British Columbia Government, Lower Mainland, B.C.	Inter-provincial Power Engineers Association	250	250	250	June 17 June 18	Union representation— Not reported
LOCAL ADMINISTRATION						
City of Kamloops, Kamloops, B.C.	Public Employees Loc. 900 (CLC)	275	5,110	23,970	March 1 June 27	Wages and fringe benefits Return of workers after Industrial Enquiry Commission appointed.
City of Saskatoon Saskatoon, Sask.	Public Employees (2 locals) (CLC)	600	600	600	June 10 June 10	Not reported— Not reported

*Federal Jurisdiction

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